



# Impendle Municipality

## FINAL 2015/2016 IDP REVIEW

June 2015

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Impendle

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## PRELUDE

### THE EIGHT PRINCIPLES OF BATHO PELE

**CONSULTATION** - The public should be consulted about the level and quality of the services they receive from us and, wherever possible, should be given a choice about the services that are offered based on municipal services guidelines referred to in the Spatial Development Framework.

**SERVICE STANDARDS** - The public should be told what level and quality of public services they will receive so that they are aware of what they can expect from us

**COURTESY** - The public should always be treated with courtesy and consideration

**ACCESS** - All members of the public should have equal access to the services they are entitled to

**INFORMATION** - The public should be given full, accurate information about the public services they are entitled to receive

**OPENNESS AND TRANSPARENCY** - The public should be told how national departments and provincial administrations are run, how much they cost, and who is in charge.

**REDRESS** - If the standard of service that was agreed to during consultation is not delivered, the public should be offered an apology, a full explanation, and a speedy and effective remedy; and when complaints are made, the public should receive a sympathetic and positive response.

**VALUE FOR MONEY** - Public services should be provided economically and efficiently, in order to give the public the best possible value for money.

### Municipal Vision

**“By the year 2017, the Impendle Municipality would have provided the majority of the people and households with sustainable access to their social and economic development needs and basic services**

### Mission

Impendle Municipality will strive for the realization of the vision through its integrated development plan and the Batho Pele principles by:

- Facilitating delivery of appropriate services and community facilities within acceptable norms and standards
- Creating sustainable job opportunities and facilitating growth in the local economy
- Creating opportunities for self-advancement for previously disadvantaged members of the community
- Facilitating environmentally sustainable development and enhancement of the quality of the environment
- Building sufficient capacity for the efficient and effective implementation of local governance

## FOREWORD BY HW THE MAYOR

Local government is responsible for a number of important functions, which are critical for the standard and quality of living of the South African population. These include, amongst others, water and sanitation services, electricity provision, firefighting and disaster management, environmental health services, solid waste removal, road infrastructure, community services, streetlights, community security (policing) services, and local economic development planning. Each municipality plans for delivery of the services for which it is responsible in an integrated way, formulating an Integrated Development Plan (IDP). This plan forms the basis of the municipal budget, which is drawn up and implemented in accordance with the Municipal Finance Management Act (MFMA). Chapter three discusses IDP's and their link with the budget in more detail. Implications of the MFMA for the municipal budget process and actors are described in chapter two.



Since our election into office in May 2011 our municipality has gone through major challenges both at a political and administrative level. I am proud to say that challenges faced in previous years have been resolved. This is also testament to fact that for the past five years, the municipality has been receiving unqualified audit opinions from the Office of the Auditor General. Our major goal is to achieve an unqualified audit opinion without any matters of emphasis. This will thus bear that municipality has moved towards the attainment of the objects of local government as enshrined in the constitution.

I am delighted that through hard work and dedication on the part of council members, management, staff and provincial authorities Impendle Local municipality is able to table a balanced annual budget and on time. Notwithstanding, it has to be acknowledged that this 2015/16 budget is tight. It is vulnerable to slight market changes such as fuel increases, salary and other increases.

### Public Participation

We have visited all stakeholders even those in remote areas as promised in the previous budget and IDP process. Already we've had consultative meetings with all property owners on property rates as well as the IDP. The budget and tariffs will be advertised widely in the press, the website and on our notice boards. The active involvement of our ward committees in the public participation process last year and during the course of mid-year 2015/2016 was commendable. We have to further intensify the involvement of ward committees in the budget and IDP processes as this would continue to entrench participatory democracy in our communities.

### Operating Revenue and Expenditure

#### Revenue Property rates

- The municipality has adjusted property rates in line with the 5% inflationary increase as guided by National Treasury circular 74. However, due to low cash collection rate the municipality has been forced to budget for a much higher income forgone. This is as a result of a high debtors book that accumulates monthly but we have plans to intensify or cash collection. The municipality will also

embark on a data cleaning project and Provincial Treasury and Provincial CoGTA is assisting with state debtor verifications.

- The municipality is mostly funded by grants revenue that comprise 74 % of total capital and operational revenue.
- Revenue enhancement will be key as vacant land that was not transferred to the municipality by the Department of Land Affairs has been finalised. The municipality will be issued with the title deed before 30 June 2015.

#### **Investment Revenue**

- At 0.002% the municipality envies that conditional grants will be utilised in full.
- This is in line with the amended performance agreements for Section 56 managers accountable to the Accounting Officer.
- Due to the amended performance agreements, there is a buy in from management and officials to perform as service delivery has been delayed to the community. Stakeholders such as Eskom, contractors and others have been engaged to fast track all backlogs thus reducing conditional grant revenue being utilised for investment revenue generation.

#### **Service Charges**

- There is a slight increase at 6% from previous year's budget in refuse removal. This is in line with National Treasury circular.

#### **Own Revenue**

- VAT to be collected has been budgeted for representing 2% of total revenue. The municipality is engaged in the process of investigating different forms of revenue generation but investments from the state and private sector is vital to achieve this objective.
- Land transfer also needs to be conducted and completed urgently to achieve the above objective.
- The municipality is in a process to establish a traffic unit through a Public Private Partnership which would result in traffic fine revenue generation.
- Facility rentals have been budgeted according to contractual agreements in place which specify the annual percentage increase.

#### **Employee Cost**

- Inflationary increments of 5.8% for officials has been implemented as per circular no. 74 mandate from National Treasury.
- Councillor allowances are budgeted at 5.8% with change in plenary Mayors allowance to being of a full time nature.
- Another important factor is the filling of critical vacant posts, per the municipal organogram, in relation to daily operations and for achieving effective service delivery to the community.

#### **Finance Changes**

- These relate to bank charges and are reasonably budgeted for.

#### **Capital Budget**

- Slight increase from previous year as per Divisions of Revenue Act allocations. Capital allocation amounts to R12m.

- Municipality has allocated for a capital budget of R1,2m to be funded internally in relation to completion of Mafahleni Street, Impendle Mill, Sivannnda Creche and Training Skill Centre and completion of delayed projects like Stepmore road, Manguzi crèche, etc.

The bulk of the operating revenue of the municipality is derived from the equitable share allocation as well as conditional grants from both national and provincial governments. The total annual operating expenditure proposed for Impendle Local Municipality for the 2014/2016 is R 61 816 816 which is 82% of the total annual budget of the municipality. It should be borne in mind that the municipality has compiled a balanced annual budget.

The following are the main operating expenditure areas:

- Staff and Councillors Related Costs - R 20 599 031
- General Expenses – R 39 997 784
- Repairs and Maintenance – R 1 220 000

Apart from staff costs our annual operating budget focuses on the implementation of the Municipal Property Rates, Provision for depreciation, Loan Repayment, Free Basic Electricity, Electrification project, Local Economic Development, Sport, Programs for the elderly, children, youth, the disabled as well as those infected or affected by HIV & AIDS.

Repairs and maintenance is at 3% against total operational expenditure due to municipal infrastructure being fairly new and budgets towards these assets will increase in future budgets.

### **Capital Revenue and Expenditure**

The bulk of the capital revenue of the municipality is derived from the following Grants:

Municipal Infrastructure Grant allocation 2015/16 Financial year	- R 12 063 000
Electrification Grant Allocation for 2015/16 Financial year	- R 6 000 000
MIG includes 5% allocated to Project Management Unit (PMU)	
COGTA funded projects	- R Nil
Internally funded capital items for 2015/16 financial year	- R 1 290 100

**CLLR SG NDLELA  
SPEAKER/MAYOR**

## Foreword By the Municipal Manager

### IDP Process

The 2012/13-17 IDP process started in August 2011. The Integrated Development Plan was developed following the five (5) National KPAs of the National Strategic Agenda that was adopted in 2002. The COGTA IDP document guide was used in formatting this IDP document. The preparatory work done prior to the commencement of the IDP preparation process was the production of an “IDP Process Plan”. The Process Plan is a legislative mandate in terms of sec 28 of Municipal Systems Act, 32 of 2000 necessary to ensure proper management of the planning process, and to guide the production of the IDP. The Process Plan sets out the dates and actions to be performed and responsible personnel including the resources to be used. It further indicates the roles and responsibilities of the key role players and stakeholders of the IDP process. The Process Plan was adopted by Impendle Council on 26 August 2014.



### Budget Process

- Council adopted budget process plan in August 2014
- The Mayor established a Budget Steering Committee in terms of section 4 chapter 2 of Government Gazette No. 31804
- Management and Mayor met to compile this annual budget on the in March 2015 on numerous occasions.
- Expenditure items were budgeted according to item and vote planning per department.
- DORA allocations from both National and Provincial Treasuries were used to determine the 2015/16 annual allocations to Impendle LM for the annual budget.
- Council approved the draft annual budget on the 30<sup>th</sup> March 2015 and thereafter after the IDP/Budget roadshows were conducted in all four wards of the municipality in April and May 2015
- Comments and inputs from all stakeholders were considered.
- The budget steering committee met again on the 18<sup>th</sup> May 2015 to deliberate on the budget.

### Service Delivery and Budget Implementation Plan (SDBIP)

Circular 13 of MFMA provides guidance and assistance to municipalities in the preparation of the Service Delivery and Budget Implementation Plan (SDBIP) as required by the Municipal Finance Management Act (MFMA). The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

In terms of s69 (3) a) of Municipal Finance Management Act 53 of 2003 the accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor a draft service delivery and budget implementation plan for the budget year. In compliance with the above act I am delighted to submit this draft SDBIP to H/W the Mayor Cllr. SG Ndlela on this 11<sup>th</sup> Day of June 2015.

## **Performance Management System (PMS)**

This system serves as the monitoring and evaluation tool of our performance as the Municipality. It provides the Impendle Municipality's stakeholders with a strategic approach setting out tools and techniques to regularly plan, periodically **monitor, measure and review organisational and individual performance** and sets out an effective and efficient planning framework that integrates planning for an IDP, Budget and Performance Management as required by sec. 38 and 41 of Municipal Systems Act 32 of 2000.

Mr. SI Mabaso  
Municipal Manager

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## LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBD	Central Business District
CBP	Community-Based Planning
CCTV	Close Circuit Television
CCMA	Commission for Conciliation Mediation and Arbitration
CDW	Community Development Worker
CFO	Chief Financial Officer
ED	Executive Director
GRAP	Generally Recognised Accounting Procedures
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRM	Human Resources Management
ICT	Information and Communication Technology
IDC	Industrial Development Corporation IDP Integrated Development Planning
IPMS	Individual Performance Systems
IT	Information Technology
LGSETA	Local Government Sector Education and Training Authority
LLF	Labour and Local Government Forum
Km	Kilo Metre
Kl	Kilo Litre
MFMA	Municipal Financial Management Act
ILM	Impendle Local Municipality
PDI	Previously Disadvantaged Individuals
SALA	South African Labour Association
SALGBC	South African Local Government Bargaining Council
SAMWU	South African Municipal Workers Union
SANS	South African National Standards
SDBIP	Service Delivery and Budget Implementation Plan
SEDA	Small Enterprise Development Agency
SMME	Small, Micro and Macro Enterprises
UIF	Unemployment Insurance Fund

## **A. Executive Summary**

### **1. Overview Of The Municipality**

#### **1.1 Municipal Category**

Impendle Municipality is one of the smallest Municipalities in the Country. In terms of Section 9 of the Municipal Structures Act, 117 of 1998 the Impendle Municipality falls under Category B. Category B Municipalities (Local) share executive and legislative authority with Category C municipalities (District) within whose area they are located (as defined in Section 155 (1) of the Constitution (Act 108 of 1996)).

#### **1.2 Municipal Revenue Base, Allocation and Budget**

The majority of the Impendle Municipality is rural with a large number of scattered settlements mainly located on Ingonyama Trust and freehold land. The Impendle Village is the only formally laid out area consisting of 386 sites which are predominantly vacant. These sites form the basis on which all rates income is based on the implementation of the Municipal Property Rates Act. However the impact on Municipal income is not yet available.

About 80% of the municipal income is obtained from grant funding from National Government (Dora Fund and MIG funding) Provincial Government.

### **2. Current Situation**

An analysis of the current situation undertaken as part of the IDP preparation process reveals that Impendle Municipality is facing major challenges in addressing a range of development issues including the improvement of the living conditions for the poor and promoting local economic development within its area.

The majority of the settled land falls under the control of the Ngonyama Trust. Settlements that have become established on privately owned land are proving to be difficult to service and or provide development until the land has been acquired and formalized. The cost of providing new infrastructure and maintenance services in this municipality are substantially higher than the national averages.

#### **2.1 Key Challenges and Opportunities**

##### ***2.1.1 Our key challenges and development issues:***

- High and increasing number of HIV & AIDS prevalence;
- High rate of poverty;
- Huge backlog in the delivery of public facilities;
- Unsatisfactory delivery on the needs of the aged, disabled, orphans and women;
- Backlog in the delivery of services;
- Road infrastructure is poorly developed
- Backlogs on delivery of electricity and waste collection
- Equitable access to land and housing;
- Rising unemployment and slow economic growth;
- Inadequate management of the environment;

- Lack of sufficient institutional capacity within the Impendle Municipality;
- Insufficient financial resources within the municipality
- Impendle Nature Reserve is outside the municipality – significant asset which is unutilised and not deriving any benefits for Impendle
- Stressed water reserves
- High levels of expenditure on transport
- Commercial sector under-developed in Impendle - income leakages – especially when perception is goods in Impendle are expensive
- Need for more facilities to accommodate a larger commercial sector
- Municipality not viewed as a tourism destination or a link to other destinations due to inaccessibility and lack of infrastructure
- Not too distant from Pietermaritzburg and therefore competition from that centre and to a lesser extent from Underberg
- Improving roads and services opens up sensitive areas to potential influx of more people which can be a threat to the environment
- Spread of invasive alien plant species a threat to agricultural lands and to ecological diversity
- Poor rangeland management - some very overgrazed areas with serious erosion problems within the municipality

### **2.1.2 Our key opportunities are:**

- Natural assets, in terms of agricultural resources, although soils and slope provide some limitations
- Natural assets, in terms of conservation areas and links to the UDPWHS which provides opportunities for tourism
- Largely undeveloped tourism resources presents future opportunities
- There are already a number of tourism marketing structures that can assist with tourism marketing in area
- Ecosystem goods and services – highly significant to district and regional economy
- Current land uses are largely compatible with conservation objectives – still relatively undeveloped
- There have been a number of development proposals linked to LED strategies that can be implemented
- An Agricultural Development Plan has been produced – can be implemented
- There is land available for agricultural production that is not being used or underutilised
- There is a substantial local market for agricultural produce and products
- There is room for a commercial sector to grow to keep income circulating locally rather than leaking out of the municipality
- Development Planning Shared Services can assist the municipality with planning staff capacity
- There is the potential for the application of alternative technologies in service supply
- Legislative support for preserving biodiversity and promoting the conservation of ecosystems

### **2.1.3 Our key objectives are:**

- Improve accessibility in Impendle by upgrading new regional transport route to pass through Impendle town and other development nodes
- Develop and Upgrade Access Roads in all Wards
- Develop key community facilities
- Promote programs that cater for vulnerable groups of the society e.g. women, children, elderly and those who are differently able.
- Promote healthy lifestyles through sports and healthy eating

- Keep financial sustainability and value for money in municipal activities
- Manage risk of fraudulent and corrupt decision making
- Keep the municipal Institutional transformation intact through annual review of the organogram and workplace skills program
- Retain land with high agricultural potential for agricultural use only;
- Identify land for promotion of small scale commercial agriculture and overcome land tenure issues which inhibit commercial development;
- Promote cultural tourism and communal agriculture in traditional authority areas;
- Identify formally conserved areas in and around the municipality;
- Protect the strategic water production area at the Mngeni River Headlands and the surrounding vleis;
- Identify areas where tourism could be promoted and the type of tourism, bearing in mind that the agricultural and natural landscapes must not be compromised;
- Ensure that tourism proposals benefit the local community;
- Ensure that environmental objectives are taken into account in the formulation and adjudication of development proposals;
- Implement management areas for future urban development and expansion as contained in SDF;
- Develop and implement LUMS in each management area through local structures and the DPSS;
- Develop a LUMS specific to rural areas distinguishing between negotiable and non-negotiable issues in each area;
- Promote different forms of economic development in each management area dependant on locality and opportunity.

## 2.2 Back to Basics Key Service Delivery Objectives and Performance Evaluation

*Table 1 Basic Services: Creating Conditions for Decent Living*

STRATEGIC OBJECTIVES	HOW DID WE PERFORM?	CHALLENGES	WHAT DID WE DO TO MITIGATE CHALLENGES?
Water and Sanitation	➤ This is not the competency of the Municipality but that of the District. The Municipality plays a facilitation role	➤ Provision of water and sanitation by the District is not aligned to the Municipality's IDP instead of just incorporating it ➤ There is lack of communication between the District and the Municipality ➤ Lack of timely submission of IDP's to the District ➤ Lack of feedback to communities about reprioritisation of projects ➤ Regular reporting to communities is non-existent.	➤ Incorporating District Plans to the IDP, but the following needs to be done: ➤ Timely submission of IDP to the District ➤ Feedback to communities about reprioritisation of projects ➤ Regular reporting to communities
Electricity	➤ The Municipality	➤ Lack of synergy between the	➤ Nothing yet, but the following needs to be

	<p>did not perform well, as not all areas targeted for electrification were covered</p>	<p>Municipality plans and those of ESKOM</p> <ul style="list-style-type: none"> <li>➤ No proper planning</li> <li>➤ Lack of funding</li> <li>➤ Lack of capacity within the Municipality</li> <li>➤ Late completion of projects</li> <li>➤ Lack of project monitoring by staff</li> </ul>	<p>done:</p> <ul style="list-style-type: none"> <li>➤ Proper assessment plan</li> <li>➤ Improve current spending allocation</li> <li>➤ Develop donor investment strategy</li> <li>➤ Explore shared services with other Municipalities and Government to assist with capacity</li> <li>➤ Proper technical evaluation of tenders/bids</li> <li>➤ Proper monitoring of projects and consultants</li> <li>➤ Proper appointment of consultants and signing of Memoranda of Understanding</li> </ul>
Roads	<ul style="list-style-type: none"> <li>➤ The Municipality did not perform well. Most of the roads built are access roads and there is no maintenance plan for those roads.</li> </ul>	<ul style="list-style-type: none"> <li>➤ There is no proper plan for the provision of roads by the Municipality</li> <li>➤ Lack of funding therefore, there are not enough roads.</li> <li>➤ There is lack of human capacity to manage the projects within the Municipality.</li> <li>➤ Projects are completed very late</li> <li>➤ There is lack of enforcement of general conditions of contracts by the Municipality on service providers</li> <li>➤ There is lack of monitoring of projects and consultants/ service providers by the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing yet, but the following needs to be done:</li> <li>➤ Proper assessment plan</li> <li>➤ Improve current spending allocation</li> <li>➤ Develop donor investment strategy</li> <li>➤ Explore shared services with other Municipalities and Government to assist with capacity</li> <li>➤ Proper technical evaluation of tenders/bids</li> <li>➤ Proper monitoring of projects and consultants</li> <li>➤ Proper appointment of consultants and signing of Memoranda of Understanding</li> </ul>
Human Settlements/ Housing	<ul style="list-style-type: none"> <li>➤ The Municipality plays a facilitation role and entered into a try partite Agreement with the Department</li> </ul>	<ul style="list-style-type: none"> <li>➤ Alignment of Umgungundlovu District plans to the Municipality's IDP in non-existent</li> <li>➤ Lack of communication between the District and the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing yet, but the following needs to be done:</li> <li>➤ Timeous submission of IDP to Umgungundlovu District</li> <li>➤ Feedback to communities about the reprioritisation of projects</li> </ul>

	of Human Settlements		➤ Regular reporting to communities
Cemeteries	➤ Nothing much was achieved with regards to Municipal cemeteries	<ul style="list-style-type: none"> <li>➤ There is no maintenance of facilities and they are not properly fenced</li> <li>➤ There is no proper pointing out and identification of graves both by Municipal staff and the community members after the purchase of the grave site.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing yet, but the following needs to be done:</li> <li>➤ Maintenance plan with budget</li> <li>➤ Identification and allocation of grave sites to be done orderly and recorded properly</li> </ul>
Maintenance of Municipal Infrastructure	➤ The Municipality has not performed as there is no maintenance plan and not sufficient budget	<ul style="list-style-type: none"> <li>➤ Insufficient budget, which creates vulnerability to community protests</li> <li>➤ There is no maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing yet, but the following needs to be done:</li> <li>➤ Maintenance plan with budget</li> <li>➤ Feedback to communities about the reprioritisation of budget</li> </ul>

Table 2: Good Governance

STRATEGIC OBJECTIVES	HOW DID WE PERFORM?	HINDRENCES	WHAT DID WE DO TO MITIGATE CHALLENGES?
Holding Council meetings as legislated	<ul style="list-style-type: none"> <li>➤ Council meetings are scheduled to be held monthly</li> <li>➤ Special meetings are held when a need arises</li> </ul>	➤ Premier or MEC's impromptu meetings that need to be attended by the Council.	<ul style="list-style-type: none"> <li>➤ Ensuring that scheduled dates are adhered to and quorum is formed.</li> <li>➤ Ensuring that other dates are set for those meetings cancelled due to Premier or MEC's meetings.</li> </ul>
Functioning of oversight (Council) Committees, s79 Committees and Audit Committee	➤ AC, Performance Audit Committee, Municipal Public Finance Committee (MPAC), and Municipal Committees are in place. They meet quarterly unless there are special	➤ Councillors not capacitated and often not clear about roles and responsibilities they are entrusted with in different committees	➤ COGTA intervened by training MPAC members on their roles and responsibilities and the training was concluded in February 2015.

	meetings		
Inter-governmental Relations (IGR) Forums	<ul style="list-style-type: none"> <li>➤ The Municipality participates in different cluster meetings</li> <li>➤ It chairs the Government Information Technology Officers Council (GITOC) and it is held monthly</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Municipality has no control over cluster meetings and they are chaired by different Municipalities</li> <li>➤ Notice of these meetings is often on short notice and therefore there is often a challenge of quorum not being formed</li> <li>➤ There is poor planning in some of the IGR programmes</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Municipality has not really taken a stance to intervene with a view that most clusters will be convened by the respective chairpersons. Clusters report to Mayors and Municipal Managers' forums.</li> </ul>
Existence and efficiency of anti-corruption measures	<ul style="list-style-type: none"> <li>➤ The Municipality has developed anti-corruption and fraud policies</li> </ul>	<ul style="list-style-type: none"> <li>➤ The policies have not been implemented and enforced yet</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing yet, but the policy needs to be implemented</li> </ul>
Functioning of Management Committee (ManCo)	<ul style="list-style-type: none"> <li>➤ ManCo is scheduled to meet on weekly basis, on Monday mornings</li> </ul>	<ul style="list-style-type: none"> <li>➤ Sometimes ManCo meetings do not sit as scheduled, due to other unforeseen meetings/issues that require urgent attention</li> <li>➤ Meetings take too long to resolve issues</li> <li>➤ Decisions taken are often not implemented timeously</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing has been done yet.</li> </ul>
Compliance to legislation	<ul style="list-style-type: none"> <li>➤ The Municipality has done well as it is viewed as being 99% compliant to legislation when it comes to reporting</li> </ul>	<ul style="list-style-type: none"> <li>➤ Late submission of compliant reports to legislated recipients, for example, the submission of reports to be posted onto the Municipal website</li> </ul>	<ul style="list-style-type: none"> <li>➤ There has been discussions about the compliant officer being employed, however concerns were raised about the expertise this person is expected to have, to be responsible for the entire compliance matters of the Municipality</li> </ul>
By-laws adoption and enforcement	<ul style="list-style-type: none"> <li>➤ The by-laws relating to pound, keeping of animals, street trading have been</li> </ul>	<ul style="list-style-type: none"> <li>➤ Draft by-laws have not been reviewed and adopted by Council</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing has been done yet</li> </ul>

	developed, but still require adoption by Council		
Rate of service delivery protests with jurisdiction	➤ The Municipality has done well as there are no service delivery protests	<ul style="list-style-type: none"> <li>➤ Non-communication with communities, which might lead to protests</li> <li>➤ Lack of sufficient budget to implement community projects, which might lead to protests</li> </ul>	➤ Impending protests have been dealt with through the engagement of Council, Management, Ward Committees and Sukuma-sakhe with possible protesters
S139 interventions in the last 3-5 years	➤ The Municipality has done well as it has received unqualified audit opinion in the last five (5) years	<ul style="list-style-type: none"> <li>➤ Unqualified audit opinions have been with matters of emphasis, which the Municipality need to attend to</li> <li>➤ Non realisation of Clean Audit objective</li> </ul>	➤ Improvements have been made in systems
Existence and functioning of Ward Committees	<ul style="list-style-type: none"> <li>➤ Meetings of Ward Committees are held in different wards on monthly basis</li> <li>➤ Sukuma-sakhe is very effective in different wards</li> </ul>	<ul style="list-style-type: none"> <li>➤ Non-recognition of Ward Committees by the Municipality staff</li> <li>➤ Ward Committees expected to deal with urgent and emergency cases – used as a reactive measure/tool</li> <li>➤ Non-visibility of Municipal officials in Ward Committee matters</li> </ul>	➤ Nothing has been done yet
Clean Audit	➤ The Municipality has not performed well as it has not achieved Clean Audit objective yet	<ul style="list-style-type: none"> <li>➤ The issues raised by AG, as matters of emphasis, as follows: <ul style="list-style-type: none"> <li>➤ Revenue Management</li> <li>➤ Material misstatements of Annual Financial Assets</li> <li>➤ Oversight role by Accounting Officer and Audit Committee</li> </ul> </li> </ul>	➤ An action plan with all matters of emphasis were developed and is part of agenda items for all Manco meetings.

Table 3: Public Participation: Putting People First

STRATEGIC OBJECTIVES	HOW DID WE PERFORM?	HINDRENCES	WHAT DID WE DO TO MITIGATE CHALLENGES?
Ward	➤ The	➤ Lack of recognition of	➤ Ward Committees

Committees	Municipality did not perform well, although Ward Committees exist, but they have not been used to their full potential	Ward Committees by the Municipality <ul style="list-style-type: none"> <li>➤ Ward Committees not fully playing their roles and responsibilities</li> <li>➤ Non-visibility of Municipal officials</li> </ul>	have, at times, been used to communicate community projects
Public Participation programmes	<ul style="list-style-type: none"> <li>➤ The Municipality has been using war rooms, izimbizo, public meetings</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of public transportation and venue to public meetings</li> <li>➤ Lack of availability of resources – human and resources</li> <li>➤ Lack of visibility of Municipal officials in some public events</li> <li>➤ Poor planning</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing done yet</li> </ul>
War rooms	<ul style="list-style-type: none"> <li>➤ The Municipality has been using war rooms</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of availability of resources – human and resources</li> <li>➤ Lack of visibility of Municipal officials</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing done yet</li> </ul>
Community Satisfaction surveys	<ul style="list-style-type: none"> <li>➤ The Municipality does not have strategies for surveys</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of resources – human and financial</li> <li>➤ Lack of systems</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing done yet</li> </ul>
Communication systems	<ul style="list-style-type: none"> <li>➤ Loud healing, road-shows, advertisements, and telephones have been used</li> </ul>	<ul style="list-style-type: none"> <li>➤ There is no print media available to pass message on to all Impendle people</li> <li>➤ Lack of financial resources</li> </ul>	
Special projects (Sports, Children, HIV AIDS, Elderly, Youth, Disability, Arts & Culture, Education)	<ul style="list-style-type: none"> <li>➤ Special projects exist in different wards</li> </ul>	<ul style="list-style-type: none"> <li>➤ Insufficient budget</li> <li>➤ No proper communication with community on special projects</li> <li>➤ No criteria available for selection to special projects</li> <li>➤ Lack of capacity in community</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing yet, but the following needs to be done:</li> <li>➤ Planning</li> <li>➤ Fundraising</li> </ul>
Capital Projects (MIG projects, Housing, Electrification)	<ul style="list-style-type: none"> <li>➤ The Municipality has done well as a number of Capital</li> </ul>	<ul style="list-style-type: none"> <li>➤ No proper communication with the community</li> <li>➤ Lack of sufficient budget</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing has been done yet</li> </ul>

LED, Expanded Public Works Programme (EPWP)	projects have been implemented	<ul style="list-style-type: none"> <li>➤ No sod-turning events to demonstrate to the public that there is service delivery</li> <li>➤ No time management</li> </ul>	
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Table 4: Sound Financial Management and Viability

STRATEGIC OBJECTIVES	HOW DID WE PERFORM?	HINDRENCES	WHAT DID WE DO TO MITIGATE CHALLENGES?
Municipal Property Rates Act (MPRA)	<ul style="list-style-type: none"> <li>➤ The Municipality has performed well as the MPRA was done and within the time-frame set</li> </ul>	<ul style="list-style-type: none"> <li>➤ Property ownership is a challenge as it is not feasible to generate enough revenue from rates when property is not privately owned</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing yet, but the consultant needs to be appointed to do data cleansing</li> </ul>
Indigent Register	<ul style="list-style-type: none"> <li>➤ The Municipality has performed well as the Indigent Register was done and within the time-frame set</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of enough human capital within finance to undertake indigent register</li> <li>➤ Data cleansing is still a challenge</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing yet, but the verification of households registered as indigent needs to be done</li> </ul>
Budget planning, monitoring and reporting	<ul style="list-style-type: none"> <li>➤ The Municipality did not perform well, as there is no participation of Heads of Departments (HODs) in the budget planning and monitoring processes</li> </ul>	<ul style="list-style-type: none"> <li>➤ Budget is not done in time to allow for inputs from different Departments</li> <li>➤ The budget is not an agenda item for all ManCo meetings to allow for participation by different HODs</li> <li>➤ Urgent requirements that need to be paid for without being budgeted for</li> <li>➤ Insufficient budget</li> <li>➤ Reliance on majority of budget from grant funding (80%)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing has been done yet</li> </ul>
Irregular Expenditure	<ul style="list-style-type: none"> <li>➤ Monitoring of irregular expenditure is very poor</li> <li>➤ There is no</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of compliance and monitoring of irregular expenditure</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nothing has been done yet</li> </ul>

	irregular expenditure register ➤ There are no sanctions for those who have committed irregular expenditure		
Revenue Enhancement	➤ The Municipality has not done well as there are not strategies for revenue enhancement	➤ There are no revenue enhancement strategies ➤ The land is not privately owned therefore it is impossible to generate revenue from it. Land is also misused ➤ There are no development strategies to enhance revenue	➤ Nothing much has been done yet, but the following needs to be done: ➤ Revenue enhancement strategies ➤ Settle land ownership issue

Table5: Building Capable Institutions, administration and Transformation

STRATEGIC OBJECTIVES	HOW DID WE PERFORM?	HINDRENCES	WHAT DID WE DO TO MITIGATE CHALLENGES?
Policies	➤ The Municipality has developed some policies like, Supply Chain Management, Human Resources, Performance Management System, Information Technology	➤ Limited resources within the Municipality ➤ Understaffing issues to ensure the policies are carried out, for example, the non-existence of Skills Development Framework, Training section. ➤ Ineffective systems that were procured at Municipal expense	➤ Recently, new policies have been reviewed and developed, for example, the bursary and retention policies ➤ Improvement guidelines from IA, AC, AG and SALGA have been implemented, for example the clocking system
Ensuring that the Municipality has competent staff	➤ The Municipality has done well as the top positions are all filled and with staff who are qualified for those positions ➤ The	➤ Insufficient financial and human resources ➤ The resignation of skilled staff ➤ The Municipality finds itself as a training ground ➤ Difficulty to attract experienced staff due to the location of the Municipality ➤ Reliance on interns to	➤ Review and development of retention policy ➤ Bursary policy developed targeting students from Impendle area, and R300,000 allocated ➤ The possibility of absorbing interns to full time staff, has been considered

	Municipality has also complied with policies, for example vetting	do the work	<ul style="list-style-type: none"> <li>➤ The organisational structure was reviewed, although not finalised</li> <li>➤ Shared services with the District has been considered</li> </ul>
Effective Performance Management System	<ul style="list-style-type: none"> <li>➤ The Municipality has not done well, as PMS has not been cascaded to lower level staff</li> <li>➤ The Municipality has also not complied, as performance assessments are done late</li> <li>➤ Monthly submissions to Treasury, COGTA and Public Works are done</li> </ul>	<ul style="list-style-type: none"> <li>➤ There is no proper monitoring of PMS being properly implemented</li> <li>➤ Inadequate human and financial resources</li> </ul>	<ul style="list-style-type: none"> <li>➤ IA, AC, COGTA have been critical about PMS and guidance has been implemented by the Municipality from these bodies, including National Treasury and AG</li> <li>➤ Introduction of manual attendance register</li> </ul>
Organisational Structure	<ul style="list-style-type: none"> <li>➤ The Municipality has performed well as the structure was adopted by Council</li> <li>➤ The Municipality has also filled all top six critical positions</li> </ul>	<ul style="list-style-type: none"> <li>➤ Job evaluations have not yet been finalised</li> <li>➤ Some posts have not been filled due to budgetary constraints</li> <li>➤ Fifty four percent (54%) of the Municipality's budget goes to salaries, instead of 35%.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Structure reviewed but it needs to address COGTA recommendations and the budget requirements and availability</li> </ul>
Skills Development	<ul style="list-style-type: none"> <li>➤ Senior Managers attended the Certified Programme in Management Development (CPMD)</li> <li>➤ Finance staff attended the Minimum Competency</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Municipality invests in training of staff who resign for other positions in other Municipalities</li> <li>➤ Insufficient budget</li> </ul>	<ul style="list-style-type: none"> <li>➤ Allocation of R300,000 budget for bursary for Impendle students</li> </ul>

	and Payroll training, and GRAP update has been scheduled		
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### 3. The Municipal Integrated Development Plan

#### 3.1 Planning Process, Preparation and Adoption of Integrated Development Plan (IDP)

The 2012/13-17 IDP process started in August 2011. The Integrated Development Plan was developed following the five (5) National KPAs of the National Strategic Agenda that was adopted in 2002. The COGTA IDP document guide was used in formatting this IDP document. The preparatory work done prior to the commencement of the IDP preparation process was the production of an “IDP Process Plan”. The Process Plan is a legislative mandate in terms of sec 28 of Municipal Systems Act, 32 of 2000 necessary to ensure proper management of the planning process, and to guide the production of the IDP. The Process Plan sets out the dates and actions to be performed and responsible personnel including the resources to be used. It further indicates the roles and responsibilities of the key role players and stakeholders of the IDP process. The Process Plan was adopted by Impendle Council on 26 August 2014 (Appendix K12).

*Figure 1: Process Plan and IDP Contents*

#### The Process Plan

- Institutional structures to be established for management of the process
  - Approach to public participation
  - Structures to be established for public participation
  - Time schedule for the planning process
  - Roles and responsibilities (who will do what)
  - How the process will be monitored.

#### The IDP Contents

- Status Quo and Situational analysis report.
- Strategic Planning and formulation of Vision, Mission and Strategic Objectives.
- Identification and Prioritization of Projects.
- Incorporation of Sector Plans (SDF and Sector Departmental Plans).
- Comments on the IDP made by the MEC for Local Government.
- Public comments.

*Table 6: Description of the steps, processes and activities undertaken on preparation, adoption and submission of the IDP.*

The following table provides a description of the steps, processes and activities undertaken on preparation, adoption and submission of the IDP.

IDP Preparation and Review	Adoption and Submission
<p>✓ The final review processes include final quality assurance processes to be conducted and to provide Council with a final opportunity to provide inputs into the IDP. The following activities should be considered:</p> <ul style="list-style-type: none"> <li>- The Final Draft IDP will be circulated internally to obtain comments from S57 Managers, the Municipal Manager and Council for their final comments.</li> <li>- Incorporate the comments collected in the previous activity.</li> <li>- Obtain Council approval for submission to DCoGTA for assessment purposes, and submit to DCoGTA's Municipal Planning Directorate.</li> <li>- Obtain the IDP Assessment report from the Department and incorporate recommendations made.</li> <li>- Re-submit the IDP Assessment Report and final IDP to Council for approval.</li> <li>- Advertise the IDP for Public Comment for 21 days on the website and other news media.</li> </ul> <p>Incorporate Public Comments, if appropriate.</p>	<p>✓ <i>After an elaborate consultative process, it is evident that the IDP includes inputs from all stakeholders and the Municipality has exercised transparency and accountability in the preparation of a credible IDP. Any Organisational Performance management System relies heavily on a sound plan, without which, implementation, monitoring and evaluation will be impossible.</i></p> <p>✓ <i>The following activities will conclude the Planning Phase of the Organisational Performance Management System:</i></p> <ul style="list-style-type: none"> <li>- <i>The final IDP must now be presented to Council for approval and adoption.</i></li> <li>- <i>Ensure that Council takes a formal resolution to adopt the IDP.</i></li> <li>- <i>Submit the final IDP to the Department within 10 days of the Council Resolution.</i></li> </ul> <p><i>Update the Performance Management Information System with the relevant data against which actual achievements will be collected and performance measured and reported on.</i></p>

### 3.2 District Framework for Integrated Development Planning

Also as part of the preparation stage, the District Municipality, in consultation with its family of local municipalities must adopt a framework for integrated development planning. The framework determines procedures for coordination, consultation and alignment between the district and the local municipalities and therefore binds them both. The framework guides each local municipality in preparing its process plan. Impendle utilized this framework in preparing this IDP.

### 3.3 The Strategic Development Management Plan

The SDMP is an integration of three frameworks that are normally produced as separate planning documents, namely: An Environmental Management Framework, An LED Framework and A Spatial Development Framework

The Municipality experienced difficulties in implementing the SDMP due to financial constraints; however the SDMP was handy to guide the municipality to take informed developmental decisions especially on areas outside

the scheme. In a nutshell, the SDMP looks at where development and economic activity should be focused in order to improve sustainability and in order to preserve the integrity and biodiversity of the natural resource base. The SDMP has identified three principle landscapes: wilderness, rural and urban. The wilderness landscapes is essentially the non-negotiable area where development may not take place in order to meet the conservation and biodiversity targets set nationally and provincially; the rural landscapes comprise both negotiable and non-negotiable areas, and cover rural settlements as well as rural agricultural areas (grazing and arable). The urban landscape comprises those existing settlements that have been identified for future growth as commercial, service and/or tourism centres. The SDMP proposes a set of management controls for all three areas; these controls aim primarily to stop the sprawl of settlements into high potential agricultural areas as well as into sensitive ecosystems, as well as to make service delivery more cost-effective through the promotion of more compact settlements through densification at specified nodes. In addition, the SDMP proposes the upgrading of certain routes to place Impendle more firmly on the regional accessibility grid, as well as to draw traffic that is unrelated to tourism/eco-tourism, away from the sensitive UDPWHS park boundary and to the edges of the buffer zone. The economic framework proposes a range of LED activities that make the most use of the opportunities available in the wilderness, rural and urban landscapes. Ultimately, the SDMP is based on the principles of sustainability, good governance, cost-effectiveness, integration, competitive advantage, diversity and sound environmental management.

### 3.4 Organizational Performance Management System (OPMS)

This system serves as the monitoring and evaluation tool of our performance as the Municipality. It provides the Impendle Municipality's stakeholders with a strategic approach setting out tools and techniques to regularly plan, periodically **monitor, measure and review organisational and individual performance** and sets out an effective and efficient planning framework that integrates planning for an IDP, Budget and Performance Management as required by sec. 38 and 41 of Municipal Systems Act 32 of 2000.

### 4. Comments of the MEC for Cooperative Governance and Traditional Affairs on 2014/2015 IDP Review

The Municipality has reviewed the comments of the MEC for the Department of Cooperative Governance and Traditional Affairs (DCOGTA) and the comments of the Auditor General in order to identify areas requiring specific attention. These have been addressed where possible, and summarized in the table below.

*Table 7: Comments of the MEC for Cooperative Governance and Traditional Affairs on 2014/2015 IDP Review*

MEC COMMENTS	STATUS	COMMENTS
<b>1. IMPENDLE IDP MATTERS OF EMPHASIS AND OBSERVATION</b>		
<b>i) Municipal Transformation and Institutional Development</b>		
Prioritise the appointment of the environmental management personnel	Not done	The Municipality entered into Agreement with Dpt. Of Environmental Affairs for 14 EPWP Interns on Waste Management
Prioritise the development of the Human Resource Strategy in line with its long term development goals of your municipality	Partially Done	The Municipality has set aside budget for a Work Study Analysis to enhance HR Strate
Reflect on the capacity with regards to the	Page 40	

MEC COMMENTS	STATUS	COMMENTS
implementation of SPLUMA		
Strengthen the controls by developing and implementing the ICT governance framework strategy		
<b>ii) Local Economic Development (LED)</b>		
LED strategy and statistical data used are outdated and need to be reviewed	Page 95	
Relook at the correlation of LED strength, Weakness, Opportunities and Threats (SWOT) in relation to the IDP (SDBIP and Budget allocation)	Partially Addressed	The Municipality is still struggling to commit to LED challenges due to
Alignment of the NDP and DGDP in responding to development goals and objectives.	Section B Ch. 2	
Creation of decent jobs	Page 105	The EPWP and CWP Programs are functional and the Municipality has Internal Champions
Inclusion of women in the programmes and projects related to vulnerable groups.	Done	Sukuma Sakhe and Impendle Special Programs
<b>iii) Basic Service Delivery and Infrastructure Investment</b>		
Respond to a Roads and Public Transport Plan to guide operation and maintenance	In Progress	The Municipality has a healthy relationship with Impendle Taxi Association and now is forging Traffic Department
Reflect on the status of the Integrated Waste Management Plan	Partially	The Municipality entered into Agreement with Dpt. Of Environmental Affairs for 14 EPWP Interns on Waste Management
Formalization of the illegal dumpsite	Done	The Municipality had obtain the License
<b>iv) Financial Viability and Financial Management</b>		
There is very limited information to determine if the municipality has the technical capacity and project management to execute capital expenditure	Done	PMU is Provided by External Service Providers
Fast track the implementation of the updated policy on indigent management	Done	
Maintenance and debt collection strategies be included in the IDP	Section F	
<b>v) Good Governance and Community Participation</b>		

MEC COMMENTS	STATUS	COMMENTS
Participation in the IGR structure and implementing IGR terms of reference		
Report on the adoption status of the Communication strategy	Done	
Establish internal audit function capacity	Done	
Develop all bylaws in with Schedule 4 and 5, part B of the constitution	In Progress	
<b>vi). Spatial Development Framework (SDF)</b>		
SDF to be reviewed according to the SPLUMA requirements	In Progress	The Municipality is seeking funds to do a new SDF to incorporate changes in the Legislation and Update accordingly
Alignment of the SDF with district municipal SDF	Partially Done	The Municipality updated components related to District SDF
A comprehensive Disaster Management Plan is required in terms of Section 53(2) of the Disaster Management Act no 57 of 2002	In Progress	
<b>2. OVERALL CREDIBILITY ASSESSMENT OF YOUR IDP</b>		
Inclusion of sector plans as per the KZN COGTA IDP Framework Guide (2013)	Done	
A well-presented document with the use of captions for all figures and tables.	Done	
<b>3. ADDITIONAL OBSERVATION</b>		
<b>3.1 Strategic Thrust of Reviewed IDP</b>		
SPLUMA principles and 14 national outcomes need to be reflected, and alignment of strategic framework with six KPAs	Done	Section B Chapter 2
<b>3.2 Implementation of operation Sukuma Sakhe</b>		
Progress to made with the roll out of Operation Sukuma Sakhe	Done	
<b>3.3 Municipal Turnaround Strategy</b>		
MTAS to be continuously reviewed and updated	Done	The MTAS Indicators are incorporated to the PMS Reporting template

## **B. Planning and Development Principles and Government Policies and Imperatives**

### **1. Planning and Development Principles**

- Development / investment must only happen in locations that are sustainable (NSDP)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, CRDP, National Strategy on Sustainable Development)
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (CRDP)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (“Breaking New Ground”: from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)
- Environmentally responsible behavior must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore,

the principle is underpinned by an assessment of each area's unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)

- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)

## 2. Policy Framework

### 2.1. The Municipal Systems Act (32 of 2000)

The Municipal Systems Act (MSA) is the key piece of legislation guiding the preparation of IDPs. Section 26 of the act compels all municipalities to prepare IDPs as their primary and overriding management tool. Section 26 also lists key components that an IDP must reflect, which are summarised as follows:

- The Council's Vision for the long-term development of the Municipality;
- An assessment of the existing level of development within the Municipality, including the identification of communities without access to basic municipal services;
- Council's development priorities and objectives, inclusive of its local economic development aims, as well as the internal transformation needs;
- Council's development strategies, which must be aligned with any national or provincial plans and planning requirements binding on the Municipality in terms of legislation;
- A municipal Spatial Development Framework (SDF), which must include the provision of basic guidelines for the Land Use Management System (LUMS) of the Municipality; and
- Key Performance Indicators and targets determined through an organisational performance system, based on the priorities identified in the IDP.

This IDP Review document has been prepared in accordance with the requirements of the MSA as well as with the Municipal Planning and Performance Management Regulations (R796 of 2001).

#### 2.1.1. The Millennium Development Goals

At the United Nations Millennium Summit in 2000, the international community reached consensus on working to achieve eight critical and social development priorities by 2015. These are summarised below:

- GOAL 1: Eradicate extreme poverty and hunger;
- GOAL 2: Achieve universal primary education;
- GOAL 3: Promote gender equality and empower women;
- GOAL 4: Reduce child mortality;
- GOAL 5: Improve maternal health;
- GOAL 6: Combat HIV/Aids, Malaria and other diseases;
- GOAL 7: Ensure environmental sustainability; and
- GOAL 8: Develop a global partnership for development.

The Government of South Africa produced its first national report on progress towards achieving the MDGs in 2005. The report concluded that for a number of goals, targets, and associated indicators, considerable progress towards achieving these goals had been made. This applied primarily to economic growth, poverty reduction, gender equality, primary education, and maternal health. Problem areas identified included HIV/Aids and the high levels of unemployment and inequality.

Although the end date of the programme is quickly approaching, the MDGs are still important targets to aspire towards, through both the development and review of the IDP and SDF. Strategies and projects in this IDP talk to these goals.

### 2.1.2. The National Development Plan (Vision 2030)

The National Development Plan (NDP) was prepared by the National Planning Commission (NPC), a structure that was appointed by President Jacob Zuma in May 2010. The NDP aims to eliminate poverty and reduce inequality by 2030. It indicates that South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. In the NPC's Diagnostic Report (2011), the NPC identified 9 primary challenges facing the country (which are also prevalent in the Impendle Municipality), namely:

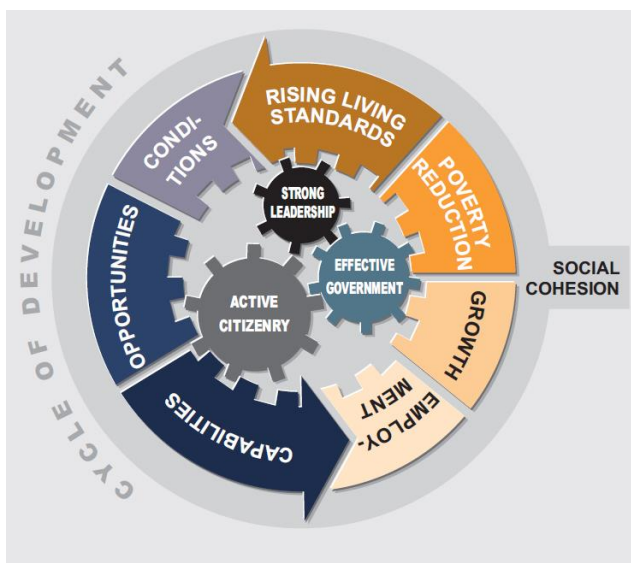
- Too few people work;
- The quality of school education for black people is poor;
- Infrastructure is poorly located, inadequate, and under-maintained;
- Spatial divides hobble inclusive development;
- The economy is unsustainably resource intensive;
- The public health system cannot meet demand or sustain quality;
- Public services are uneven and often of poor quality;
- Corruption levels are high; and
- South Africa remains a divided society.

In addressing these concerns, the NDP sets out six interlinked priorities, namely:

- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizenry to strengthen development, democracy, and accountability;
- Bringing about faster economic growth, higher investment, and greater labour absorption;
- Focussing on key capabilities of people and the state;
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

The NDP is a plan for all South Africans, which provides a framework to guide key choices and actions of both civil society and the state. Amongst other things, the NDP depends on municipal IDPs to unpack and operationalize these priorities, something which this IDP strives to do through its objectives and strategies. The figure below summarises the approach to change outlined in the NDP.

FIGURE 2: Approach to Change outlined in the National Development Plan



Within the IDP, cognisance has been taken of the key action areas identified in the plan, with particular focus on the following areas:

*Table 8: National Development Plan Objectives and Actions with relevance to Impendle*

OBJECTIVE	ACTIONS
Economy and Employment	<ul style="list-style-type: none"> <li>Reducing the costs of living for poor households and costs of doing business through micro economic reforms;</li> <li>Develop proposals for an acceptable minimum standard of living and proposals on how to achieve this over time.</li> <li>Remove the most pressing constraints on growth, investment, and job creation, including energy generation and distribution, urban planning, etc.</li> <li>Broaden the extended public works programme to cover over 2 million full-time equivalent jobs by 2020.</li> </ul>
Economic Infrastructure	<ul style="list-style-type: none"> <li>Ring- fence the electricity distribution businesses of the 12 largest municipalities (which account for 80% of supply), resolve maintenance and refurbishment backlogs, and develop a financing plan, alongside investment in human capital.</li> <li>Revise national electrification plan and ensure 90% grid access by 2030 (with balance met through off-grid technologies).</li> <li>A comprehensive management strategy, including an investment programme for water resource development, bulk water supply, and waste water management for major centres by 2012, with reviews every five years.</li> <li>Create regional water and wastewater utilities, and expand mandates of existing water boards (between 2012 and 2017).</li> <li>Consolidate and selectively expand transport and logistical infrastructure, with one key focus area being improved public transport infrastructure and systems including the renewal of the commuter rail fleet, supported by enhanced links with road-based services.</li> <li>Establish a national, regional and municipal fibre optic network to provide the backbone for broadband access; driven by private investment, complemented by public funds required to meet social objectives.</li> </ul>
Environmental Sustainability and Resilience	<ul style="list-style-type: none"> <li>Put in place a regulatory framework for land use, to ensure the conservation and restoration of protected areas.</li> <li>Carbon price, building standards, vehicle emission standards, and municipal regulations to achieve scale in stimulating renewable energy, waste recycling, and in retrofitting buildings.</li> <li>Carbon-pricing mechanisms, supported by a wider suite of mitigation policy instruments to drive energy efficiency.</li> <li>All new buildings to meet the energy-efficiency criteria set out in South African National Standard 204.</li> <li>Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaption strategies and support services for small- scale and rural farmers.</li> </ul>
Inclusive Rural Economy	<ul style="list-style-type: none"> <li>Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of the mining industry commitments to social investment, and tourism investments.</li> <li>Create tenure security for communal farmers, especially women, investigate different forms of financing and vesting private property rights in land reform beneficiaries that does not hamper beneficiaries with a high debt burden.</li> </ul>
South Africa in the region and world	<ul style="list-style-type: none"> <li>Implement a focussed regional integration strategy with emphasis on road, rail, and port infrastructure in the region.</li> </ul>
Transforming Human Settlements	<ul style="list-style-type: none"> <li>Reform of the current planning system for improved coordination.</li> <li>Develop a strategy for densification of cities and resource allocation to promote better located housing and settlement.</li> <li>Substantial investment to ensure safe, reliable, and affordable public transport.</li> <li>Introduce spatial development framework and norms, including improving balance between location of jobs and people.</li> <li>Provide incentives for citizen activity for local planning and development of spatial compacts.</li> <li>Introduce mechanisms that would make land markets work more effective for the poor and support rural and urban livelihoods.</li> </ul>
Improving Education, Training and Innovation	<ul style="list-style-type: none"> <li>Strengthen coordination between departments, as well as the private and non- profit sectors. Focus should be on routine day-to-day coordination between units of departments that do similar work.</li> <li>The interests of all stakeholders should be aligned in support the common goal of achieving good educational outcomes that are responsive to community needs and economic development.</li> </ul>
Healthcare for all	<ul style="list-style-type: none"> <li>Promote health diets and physical activity.</li> <li>Prevent and control epidemic burdens through deterring treating HIV/Aids, new epidemics and alcohol abuse; improve the allocation of resources and the availability of health personnel in the public sector; and improve the quality of care, operational efficiency, health worker morale and leadership and innovation.</li> </ul>
Social Protection	<ul style="list-style-type: none"> <li>Together with social partners, determine a social floor that can progressively be realised through rising employment, higher earnings and social grants and other aspects of the social wage.</li> <li>Pilot mechanisms and incentives to assist the unemployed to access the labour market.</li> <li>Expand existing public employment initiatives to create opportunities for the unemployed.</li> </ul>
Building Safer Communities	<ul style="list-style-type: none"> <li>Safety audits in all communities focussing on crime and safety conditions of the most vulnerable in the community.</li> <li>Increase community participation in crime prevention and safety initiatives.</li> <li>Mobilise youth for inner city safety to secure safe places and spaces for young people.</li> </ul>
Building a Capable and Developmental	<ul style="list-style-type: none"> <li>Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more proactive approach to resolving coordination problems and a more long-term approach to building capacity.</li> <li>Develop regional utilities to deliver some local government services on an agency basis, where municipalities or</li> </ul>

OBJECTIVE	ACTIONS
State	<ul style="list-style-type: none"> <li>districts lack capacity.</li> <li>Adopt a less hierarchical approach to coordination so that routine issues can be dealt with on a day- to- day basis between mid-level officials. Use the cluster system to focus on strategic cross- cutting issues and the Presidency to bring different parties together when coordination breaks down.</li> </ul>
Fighting Corruption	<ul style="list-style-type: none"> <li>The capacity of corruption-fighting agencies should be enhanced and public education should be part of the mandate of the anti-corruption agency.</li> <li>An accountability framework should be developed linking the liability of individual public servants to their responsibilities in proportion to their seniority.</li> <li>Restraint-of-trade agreements for senior civil servants and politicians at all levels of government.</li> <li>All corrupt officials should be made individually liable for all losses incurred as a result of their corrupt actions.</li> </ul>
Nation Building and Social Cohesion	<ul style="list-style-type: none"> <li>Sustained campaigns against racism, sexism, homophobia and xenophobia.</li> <li>Improving public services and spaces as well as building integrated housing and sports facilities in communities to ensure sharing of common spaces across race and class.</li> <li>Incentivising the production and distribution of all art forms that facilitate healing, nation building and dialogue.</li> <li>Promote citizen participation in forums such as Integrated Development Plans, Ward Committees, School Governing Boards and Community Policing Forums.</li> <li>Work towards a social compact for growth, employment and equity.</li> </ul>

Table 8 indicates the NDP objectives with relevance to the Impendle Municipality. The strategic framework of the IDP addresses these objectives.

### 2.1.3. The National Infrastructure Plan

The Presidential Infrastructure Coordination Commission (PICC) was established to:

- Coordinate, integrate, and accelerate implementation;
- Develop a single common National Infrastructure Plan that will be monitored and centrally driven;
- Identify who is responsible and hold them to account;
- Develop a 20 year planning framework beyond one administration to avoid a stop-start pattern to infrastructure roll-out.

Under this guidance, the PICC has identified Strategic Integrated Projects (SIPs). The SIPs cover a range of economic and social infrastructure, and all nine provinces are covered, with emphasis on poorer provinces. Many of the SIPs talk indirectly to the Msunduzi Municipality which is on the Eastern boundary of the Impendle Municipality, but the following three have direct bearing on the Municipality, hence the IDP has been aligned to them:

- **SIP2** refers to the Durban-Free State-Gauteng logistical and industrial corridor, which seeks to strengthen the logistical and transport corridor between SA's main industrial hubs; improve access to Durban's export and import facilities, raise efficiency along the corridor, and integrate the Free State Industrial Strategy activities into the corridor and integrate the currently disconnected industrial and logistical activities as well as marginalised rural production centres surrounding the corridor that are currently isolated from the main logistical system. This corridor runs through the Msunduzi Municipality, and has also been identified as an important corridor in the PGDS.
- **SIP7** refers to the coordinated planning and implementation of public transport, human settlement, economic and social infrastructure, and location decisions into sustainable urban settlements connected by densified transport corridors.
- **SIP15** refers to expanding access to communication technology, and one of its goals is broadband coverage for all households by 2020.

Strategies and Projects in the IDP address these Strategic Integrated Projects (SIPs). Catalytic projects for the Municipality have been identified that talk to these SIPs.

### 2.1.4. Government Outcomes 1 – 12

The Government's outcome-based approach arose out of a realisation by government that change was not happening as rapidly and effectively as required. It noted that progress was being made in many areas, and that greater access to services was being provided to many communities. However, government was not achieving the outcomes to ensure a "better life for all" and many communities were rightly impatient with the quality, relevance, and adequacy of government service delivery.

Out of this backdrop the outcomes approach was developed ensuring that government is focussed on achieving the expected real improvements in the lives of South Africans. The approach clarifies what is expected to be achieved, how it will be done, and where it will take place. It insists that the different spheres of government improve the lives of citizens rather than just carrying out their functions. The twelve outcomes are summarised below:

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive, and responsive economic infrastructure network;
7. Vibrant, equitable, and sustainable rural communities, with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective, and efficient local government system;
10. Environmental assets and natural resources that are well protected and continually enhanced;
11. Creation of a better South Africa, and contributing to a better and safer Africa and World; and
12. An efficient, effective, and development oriented public service and an empowered, fair, and inclusive citizenship.

These outcomes provide strategic focus and do not cover the whole of government's work and activities. The IDP document addresses each of these outcomes and municipal strategies have been designed accordingly.

### 2.1.5. National Priorities (State of The Nation Address 2014)

President Jacob Zuma presented the State of the Nation Address (SoNA) to a joint sitting of Parliament at 19h00 on Thursday, 12 February 2015.

During his speech, the President talked about government's achievements of the past year and looked to the future by presenting a programme for the coming year. This programme set out government's plans to address various key government programmes. The President addressed the nation in his capacity as Head of State, not only as Head of Government.

The State of the Nation Address is important for all South Africans because it tells us what government's Programme of Action is for the year ahead. The Programme of Action is government's plans for the country and people of South Africa.

By being aware of what government is doing, everyone can become involved and also take part in government's plans to build a better life for all.

**Here are some of the topics the president did address:**

**\* Despite the fact that employment numbers were up, our economy needs a major push forward. The nine-point plans to ignite growth and create jobs include:**

- Resolving the energy challenge;

- Revitalising agriculture and the agro-processing value chain;
- Advancing beneficiation or adding value to our mineral wealth;
- More effective implementation of a higher impact Industrial Policy Action Plan;
- Encouraging private sector investment;
- Moderating workplace conflict;
- Unlocking the potential of SMMEs, cooperatives, township and rural enterprises;
- State reform and boosting the role of state owned companies, ICT infrastructure or broadband roll out, water, sanitation and transport infrastructure; and
- Operation Phakisa aimed at growing the ocean economy and other sectors.

\* We are a democratic state and recognise the community's right to protest. We however appeal that these protests should be within the ambit of the law and must be peaceful as stated in the Constitution.

\* In terms of our new proposed laws, a ceiling of land ownership will be set at a maximum of 12,000 hectares. Foreign nationals will not be allowed to own land in South Africa but will be eligible for long term lease. In this regard, the Regulation of Land Holdings Bill will be submitted to Parliament this year.

\* Water is a critical resource for economic growth and a better life. Several projects aimed at providing water for industrial and household use are in the implementation or planning phases around the country. Progress is being made to improve the water supply to areas that had been affected by shortages. Let me Honourable Speaker and Chairperson urge all in the country to conserve water. Every drop counts. The country loses seven billion rand a year to water losses. To mitigate this challenge, Government through the Department of Water and Sanitation will train fifteen thousand artisans or plumbers who will fix leaking taps in their local communities.

\* To further improve access to identity documents, citizens will from this year be able to apply for the new Smart ID Card at their local bank due to partnership between the Department of Home Affairs and some banks in the country.

\* The fight against corruption continues to be taken forward by the Anti-Corruption Inter-Ministerial Committee. Government has in place seven anti-corruption institutions and seventeen pieces of legislation which are intended to combat corruption. This demonstrates a concerted effort by government to break the back of this scourge in the country. To prevent corruption and promote ethical governance, in December I signed into law the Public Administration and Management Act which amongst others prohibits public servants from doing business with the State.

\* Agriculture is a catalyst for growth and food security. We are working with the private sector to develop an Agricultural Policy Action Plan which will bring one million hectares of under-utilised land into full production over the next three years.

\* We will also prioritise the review of visa regulations to strike a balance between national security and growth in tourism.

\* We have launched the Back to Basics programme to promote good governance and effective administration through cutting wastage, spending public funds prudently, hiring competent staff, and ensure transparency and accountability in municipalities.

### 2.1.6. The National Spatial Development Perspective (NSDP)

Inequalities exist in the national economy and there is a legacy of inequitable spatial development, which has resulted in poor public sector investment. The vision for the NSDP is for South Africa to become a nation in which investment in infrastructure and development programmes support government's growth and development objectives, which are summarised as follows:

- Focusing economic growth and employment creation in areas where this will be most effective and sustainable.
- Supporting restructuring where feasible so as to ensure greater competitiveness.
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

There are five NSDP principles which are summarised below:

- Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key;
- Government has a constitutional obligation to provide basic services to all citizens (i.e. water, energy, health, and educational facilities) wherever they reside;
- Beyond the Constitutional obligations identified above, government spending on fixed investment should be focussed on localities of economic potential in order to gear-up private sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people and not places. In localities where there are both *high levels of poverty and demonstrated economic potential*, this could include fixed capital investment beyond basic services, to exploit the potential of those localities. In localities with *low demonstrated economic potential*, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, as well as social transfers such as poverty- relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities, and capabilities, to enable them to gravitate (if they so choose) to localities that are more likely to provide sustainable employment and economic opportunities.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region, to create regional gateways to the global economy.

Although the NSDP has largely been superseded by the National Development Plan driven by the National Planning Commission, the principles outlined above are still pertinent to development in the Impendle Municipality.

### 2.1.7. The Spatial Planning and Land Use Management Act

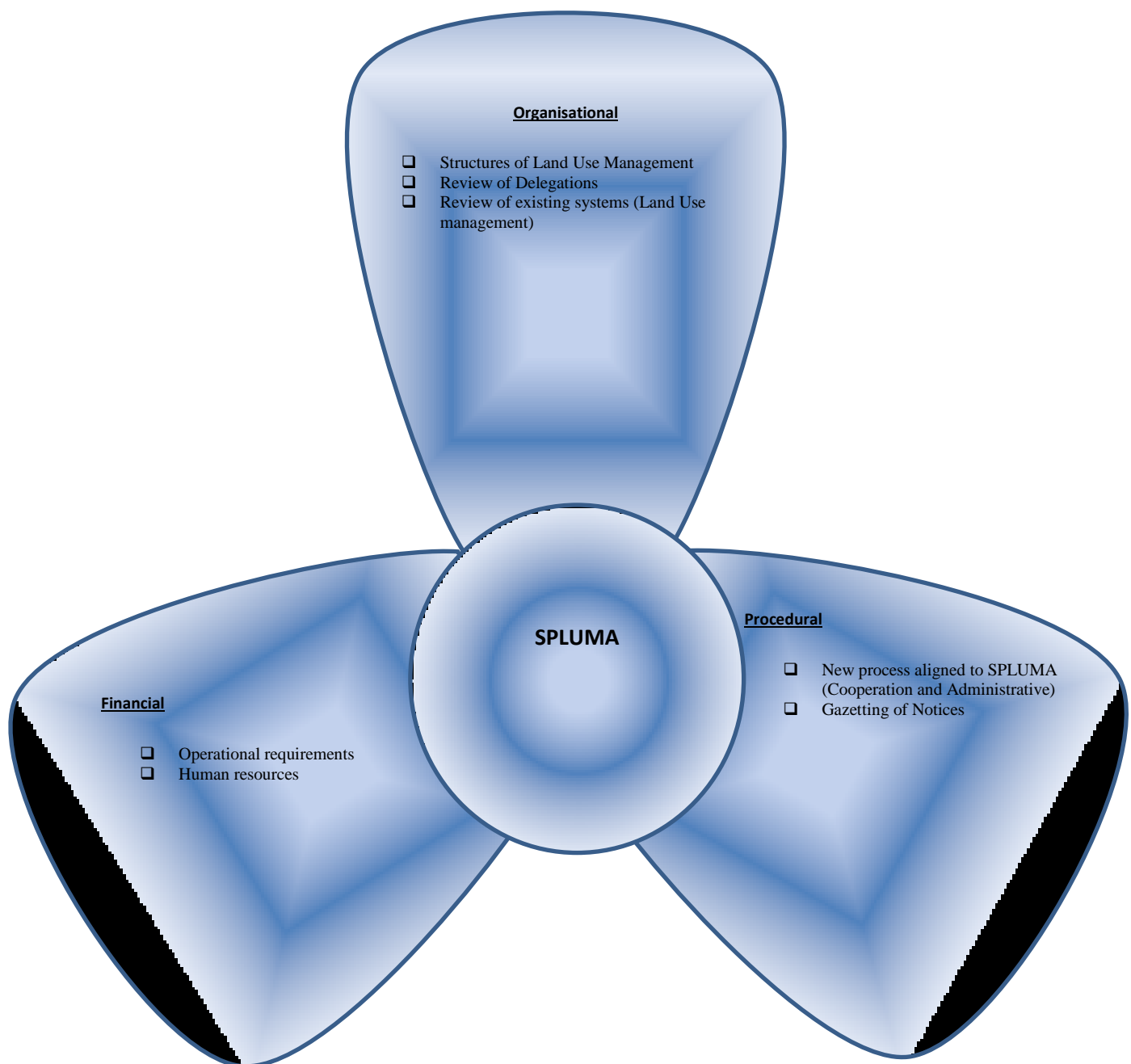
The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) was signed into law on 2 August 2013 by the President. SPLUMA is a single piece of legislation aimed at promoting uniformity in development for the whole country. Currently SPLUMA is not in operation, however Section 13(3) interpretation Act allows different sections of SPLUMA to be brought into operation on different dates. Upon operation, SPLUMA will replace all existing provincial and municipal legislation that regulate spatial planning, land development and land use management which might be inconsistent with this Act. SPLUMA makes provision for the following:

- Development principles
- Norms and standards
- Inter-governmental support
- Spatial development frameworks (SDF) across national, provincial and municipal scales
- Land use schemes
- Municipal planning tribunals
- Applications affecting national interests

The following highlights some of the implications of SPLUMA on Impendle Municipality:

- Chapter 3 Section 24 (1) of SPLUMA requires each municipality to adopt a **single land use scheme** for its entire municipal area after 5 years SPLUMA has been enacted into law of parliament
- Once adopted and approved the land use schemes will have the force of law and must give effect to Municipal Spatial Development Frameworks.
- All land owners, land users, spheres of government, land developers will be bound by the provisions of such a land use scheme.
- Municipalities will be required to establish Municipal Planning Tribunals (comprising of municipal officials and suitably qualified external persons appointed by Council) to take decisions on land development.
- The Minister of the Department of Rural Development and Land Reform must monitor compliance to this requirement.
- The diagram below illustrates a summary of the implications of SPLUMA on Impendle Municipality :

Figure 2: Implications of SPLUMA at Impendle Local Municipality



## Provincial Priorities (State of The Province Address)

### Vision and high level focus areas for the next five years

Madam Speaker, as we have already stated in our opening remarks, we remain on track to deliver on our Vision 2030. We are determined to be “A prosperous Province, with healthy secure and skilled people, acting as a gateway to Africa and the World”. We have a clear plan of action expressed in our Provincial Growth and Development Plan setting clear targets of what it is that we have to achieve to ensure that we realise this Vision.

As we move into the next five year cycle of the NDP and the PGDP, we would like to reconfirm our commitment to the 5 Key National Priorities namely:

- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth;
  - Rural development, land reform and food security;
  - Improved quality basic education;
  - A long and healthy life for all South Africans; and
  - Fighting crime and corruption.
- These National Priorities, and for that matter all 14 Outcomes of the NDP remain the foundation of our PGDP and we push forward to achieve the following outcomes.

### Sustained shared economic growth as primary driver for job creation and poverty eradication

Our Province is directly affected by key structural constraints being experienced in the SA economy. Like the rest of the world, we are not immune from effect of constrained growth. As such we should understand that our growth prospects will at all times have challenges. Ours is to find a pragmatic way to respond to them. The Province of KwaZulu-Natal is after all the second largest contributor to the National Economy. It thus goes without saying that we have a meaningful contribution to make in the growth and development of our country.

We need to understand that one of the key challenges we are faced with as a Country, is the fact that the declining share of the productive sectors, in particular mining, agriculture and manufacturing, is giving rise to stagnant growth thereby rendering our economy vulnerable. This is one of the main reasons why the nature of our economic growth has been import and skills intensive. Our drive will be to intensify efforts on diversification in order to strengthen our economic capabilities. As a Province we will focus on increasing value-addition, skills and technological content to drive our competitiveness. We will strengthen our twinning arrangements with other regions particularly in Africa that offer complimentary opportunities for our Province.

As a Country and Province, we are experiencing a situation where the private sector seems reluctant to invest in local economy thereby depriving us of new capital investment. As there is now consensus among us including in business that the NDP is the blueprint to grow our economy, we call on private sector to join forces with government in implementing common areas of agreement in the NDP.

Our dependence on commodity exports and capital inflows has also impacted negatively on the exchange rate and has made the economy vulnerable to global sentiment. We are therefore compelled to focus on local value addition and beneficiation and to increase our expenditure on infrastructure development if we are to break this cycle of exporting our wealth.

This is obviously a simplification of just some of the challenges we are faced with, but it is nevertheless important to understand that unless we can address these challenges, we will not be able to grow an economy that will enable us to address the social needs of our people.

These economic challenges become a reality to all of us when we experience a decline in our national revenue to the extent that we are currently experiencing. We have to accommodate huge budget cuts at a time when we so desperately need resources to address issues of health, education, housing, water, sanitation, electricity, policing and many other services our people are rightfully demanding.

It is against this background that the main focus of this State of the Province Address has to be on what it is that we need to do to ensure that we grow our economy to increase our ability to render more effective and efficient services to our communities, and to grow it in such a manner that we create the jobs our people need, as well as to ensure that they are able to not only participate in this growth, but fully share in it. This is what we understand when we refer to the need for radical economic transformation.

The municipal strategies, projects, and catalytic projects are aligned to the State of the Province Address (SOPA).

### 2.1.8. The Provincial Growth and Development Strategy (PGDS)

The Provincial Growth and Development Strategy was developed in 2011 to facilitate sustainable economic growth, reduce growing inequality, and promote environmental sustainability, and emanates from vision for KwaZulu/Natal which is summarised below:

*By 2030, the PROVINCE OF KWAZULU/NATAL should have maximized its position as a GATEWAY to South and Southern Africa, as well as its human and natural resources, so creating a safe, healthy, and sustainable living environment. Abject poverty, inequality, unemployment, and current disease burden should be history. Basic services must have reached all its people, and domestic and foreign investors are attracted by world class infrastructure and a skilled labour force. The people shall have options on where and how they will live, work, and play. The principles of putting people first and leadership, partnership, and prosperity in action have become a normal way of life.*

The following principles were identified by the PGDS to address this, namely:

- Grow the economy to achieve shared growth;
- Harness the province's assets and endowments;
- Develop the province's greatest asset, its human capital;
- Harmonise environmental integrity, human and social development with economic development;
- Government must be developmental, competent, caring, and facilitating;
- Private Sector must grow a shared economy, providing employment;
- Organised labour must protect workers from exploitation, while promoting labour productivity; and
- Civil Society must be responsible in shaping its own destiny.

The seven strategic goals for the province are as follows:

To achieve these 7 strategic goals, 30 objectives, supported by 124 implementable interventions, have been developed which have been aligned to the IDP strategies and objectives. To deliver on this, the PGDS requires all spheres of government to deliver on the following:

- The implementation of the catalytic projects and interventions, effective participation in the institutional implementation framework,
- The incorporation of the strategic goals and objectives in their priorities and programmes,
- The reporting of progress, and
- The provision and allocation of the required support and resources.

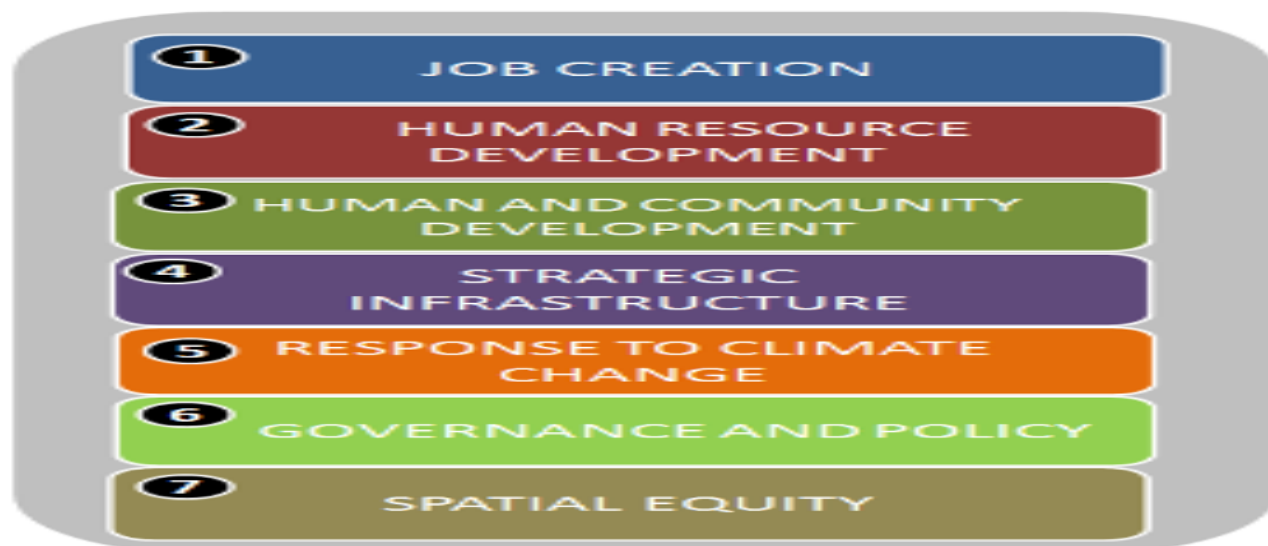


FIGURE 3: Seven Strategic Goals of the PGDS

Table 9: NDP -PGDS alignment

NDP (VISION 2030)	PGDS STRATEGIC GOALS	IMPENDLE MUNICIPAL 1DP
Create Jobs	Job Creation	Implementation of EPWP and CWP
Expand infrastructure	Strategic Infrastructure	Development of Access Roads, Community Facilities, Electricity, UMDM Bulk Water
Use resources properly (Low-Carbon Energy)	Respond to Climate change	UMDM/Impendle Waste and Disaster Management
Inclusive planning	Spatial Equity	SDMP (SDF, LED Framework, Environmental Management)
Quality education Build a capable state	Human Resource Development	HRM Policy Framework, WSP, Organisational Transformation
Quality health care Unite the nation	Human and Community Development	Special Programs on Youth, Disabilities, Elderly, Women; sports, Skills Development through SITA
Fight corruption	Governance and Policy	Internal Auditor, Audit Committee, AG, Risk Management, SCM Policy

The Impendle Municipality's IDP analysis phase has been grouped around these seven strategic goals. The specific strategies and projects identified by the Municipality in the IDP align to these seven goals.

The following map shows the PGDS translated spatially for the UMgungundlovu District Municipality. As can be seen, the western portions of the Municipality have been identified as social investment areas, the middle and northern section have been identified as value-adding areas, whilst the eastern and southern portions have been identified as economic support areas. The eastern flank of the Municipality has been identified as a bio-diversity priority 1 area.

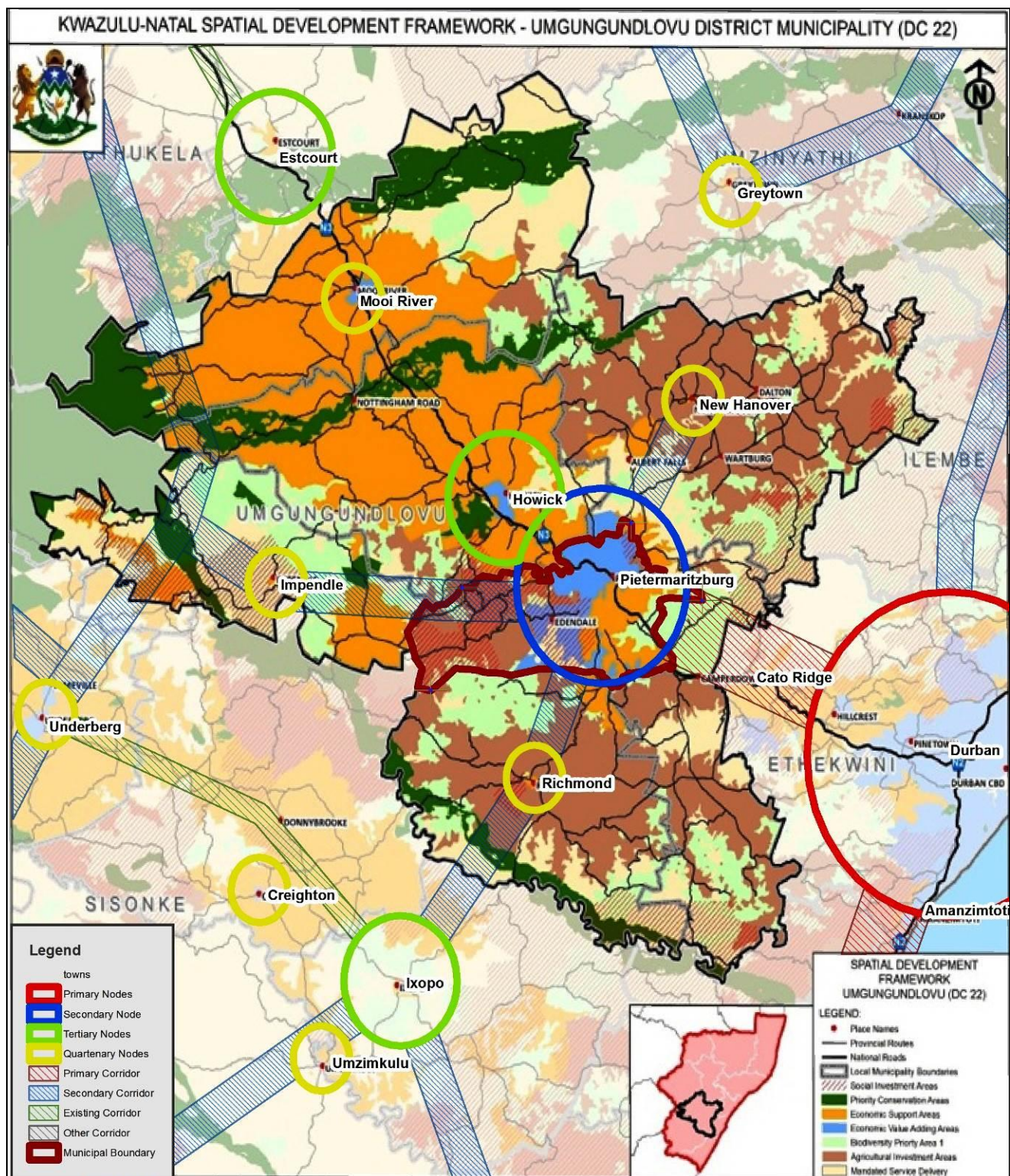


Figure 4: KwaZulu Natal Spatial Development Framework Umgungundlovu (DC 22)

## C. Situational Analysis

### 1. Spatial Analysis

#### 1.1. Regional Context

##### *District Context*

Impendle Local Municipality is one of the seven category B municipalities comprising UMgungundlovu District Municipality established in terms of Section 155(1)(b) of the Constitution of the Republic of South Africa (1996) following the local government elections in 2000. Impendle Local Municipality is located within the western portion of UMgungundlovu District Municipality, which in turn is situated in the west of KwaZulu-Natal Province. It adjoins uMngeni Municipality to the north east, Msunduzi Municipality to the east, Ingwe and KwaSani Municipalities to the south and KZDMA43 to the west.

Impendle is characterised on its eastern side by rolling hills and agriculture, and in the central portion by higher mountains, which result in settlements along roads and rivers. On the western side the topography becomes progressively steeper and less suitable for settlement as it progresses into the World Heritage Site Conservation Area.

The town of Impendle is centrally situated within the local municipality, and about 50 kilometres from central Msunduzi. The town represents a primary node within the district spatial development framework and is situated on a primary development corridor, which traverses the local municipal area. Boston, which is a secondary node, is also situated on the development corridor, about 35 kilometres from Msunduzi.

Following Census data, the Municipality has experienced a population decline since 2001. This may be attributed to a variety of factors including: inaccessibility, poorly developed infrastructure, limited marketing, inability to compete in the regional economy, limited rates base etc. Through its IDP it is therefore targeting key infrastructural and economic projects with a view to providing a 'platform' for investment in development of the area in agriculture, tourism, services and processing.

#### 1.2. Administrative Entities

##### *Settlements and Administration*

A substantial traditional area known as the Nxamalala Traditional Area exists to the South of Impendle town while Private farm land is located to the East and West of Impendle town. The Impendle Municipality mainly consists of scattered rural and semi-rural settlements. For ease of reference the towns/villages will be discussed in relation to the services they provide and then each settlement will be considered according to the ward in which the settlement is located. The wards run chronologically from West to East (Ward 1 to Ward 4) in the municipality (Map 16, Annexure 4 SDMP). Wards 2 and 3 are relatively small being located centrally in Impendle. Ward 4 is extensive and includes the eastern area of the Municipality. Settlement in each of the Wards is noted below. Further detail is provided in the SDMP attached as Annexure I1.

#### 1.3. Existing Nodes and Corridors (including Urban Edges)

##### *Towns/Villages*

The town of **Impendle**, located in Ward 3 had an adopted Town Planning Scheme which was established on 26 July 1994, now it is going to be substituted by the Land Use Scheme which is to be adopted with the 2015/2016 IDP and will be aligned with the Integrated SDF, LED and EMP. This town has the following public facilities:- *Municipality offices; Magistrates Court; Petrol filling station; Post office; Police station; Gomane clinic; Thusong Services Centre; Community Hall; various General Dealers.* The town is located in the context of a large area of

rural settlement identified as the Impendle Management Area in the SDF. The town is the focus for future of economic growth and development while the surrounding settlements are the focus of agricultural development.

**Boston**, an established village to the East of the Municipality does not have a Town Planning Scheme but consists of the following facilities:-*Petrol Filling Station; General Dealer; Moth Hall; Boston Country Club; A few residential sites; Agricultural Co-operative; Police Station some distance away.* This village has been identified as the gateway to tourism development in Impendle (Annexure I1).

### **Ward 1**

Ward 1 is located on the Western portion of the Municipality with the western boundary of the Municipality falling adjacent to the Drakensberg Mountains. This ward is by far the largest ward in terms of geographical area and consists of scattered rural settlements. Small pockets of traditional areas are also located along roads and rivers. There are three settlements which stand out above the rest in this ward, namely:-

- **Stoffelton-Ntwasahlobo** consisting of the following:- *Isiminza Traditional Court; Community Hall; 1 Primary School; 1 High School; Library / Resource Centre; General Dealer; Church.* Stoffelton is being linked with Ntwasahlabo and an area known as the Ridge. This is located in the South West of Impendle and adjoins KwaSani as a cross-border area (see SDF Annexure J1)
- **Lower Lotheni** has rather a scattered structure in terms of settlement and related public services. In the North are the following communities: *Maitland; Nkathini; Nhlatimbe; Lotheni .*
- **Stepmore-Mqathsheni** consists of the following: *3 schools, mobile clinic, shop, hall, crèche.* Stepmore-Mqathsheni is also a cross-border development located on the edge of the World Heritage Site.

Further south are: *-Mahlutshini; Police Stock Theft unit; General Dealer*

There is a physical separation between east and west in Impendle. This physical separation is best noted when heavy rains fall making roads impossible due to rising rivers as in the case of the Mkhomazi and slippery and wet passes such as the Road Past Nzinga to Lower Lotheni. These roads effectively isolate the communities on the Western side of the Impendle Municipality from the Eastern and Central parts of the Municipality.

### **Ward 2**

East of Ward 1 is Ward 2 which has as its western boundary the Nzinga River while the Eastern Boundary is the Impendle Mountain. This Ward consists of the following settlements, namely:- **Nzinga** consisting of the following:- *Nxamalala Clinic; HIV/Aids drop in centre; Nxamalala Traditional Administration Centre; 2 Primary Schools; 2 High schools; General Dealers.* Large areas of settlement follow the main road to Nzinga and then split off on the road to Lotheni mainly located in the valley of the Nzinga River.

*Ukukhanya; Compensation; Mgodi; Shayabantu 1 and 2 also know as Shellfish; Enguga 3, 5, 6, 8 and 9.* These settlements straddle the boundaries of Wards 1 and 2 and are located in what has been identified as the Management Area in the SDF (Annexure J1).

Compensation was established using township establishment processes. It is also the only settlement in the Impendle Municipality with a combined school. There are 3 high schools and 6 primary schools in this ward.

### **Ward 3**

The Western Boundary of Ward 3 runs along the Impendle Mountain while the Eastern Boundary falls roughly along the road from Boston to Impendle town to Howick. This ward consists of the town of Impendle and the following settlements:-

In the North:- Novuka 1-4; Ntshini just north of Impendle town  
 In the West:- Enguga 4 and 10 located on the western side of Impendle town  
 In the South:- kwaKhetha; Kwakhetha 1 and 2; Ntshosweni; Fikesuthi; Similobha 1 & 2; Come and See; Sithunjwana;

#### Ward 4

This Ward consists mainly of the farming community of Boston and the settlements of:- Gomane 1-7; Nhlambamkhosi.

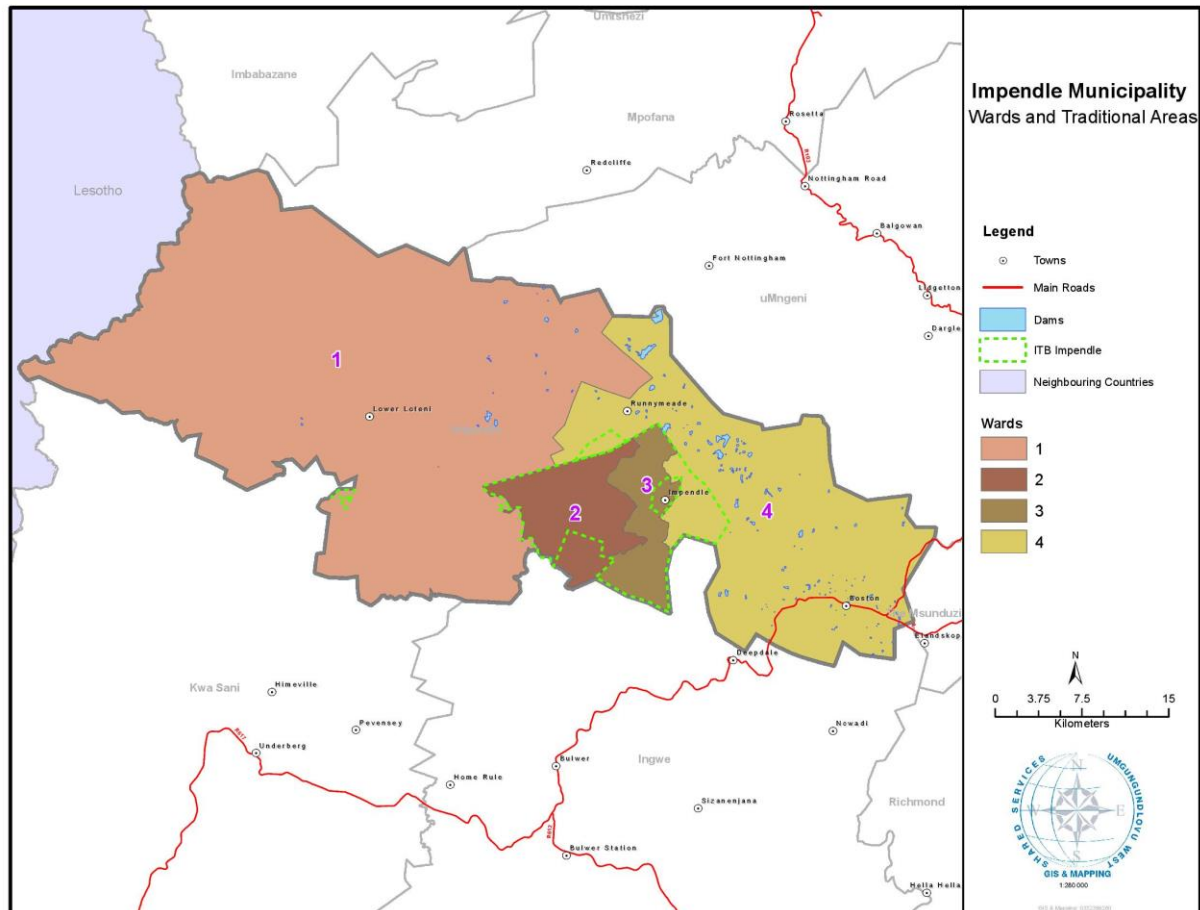


Figure 5: Impendle Local Municipality Wards and traditional Areas Map

#### 1.4. Land Cover and Broad Land Uses

##### Mountains

The mountainous topography of Impendle is captured in Maps 2 and 3 (Annexure 4 of the SDMP).

On the Eastern portion of the Impendle Municipality is the village of Boston which has rolling hills with contours varying from 1381 to 1438 metres above sea level. This area consists mainly of commercial farms.

The Central area includes Impendle town at 5000m above sea level with an Eastern Mountain range called Nhlambamkhosi at 6224m and to the North, Ntshangwe at 6406m while in the South West is the Mpendle Mountain at 6290 meters above sea level.

North-West of Impendle Town is Carters Hill at 6349m dropping to 4482m at the Nzinga River and 3960 at the Lotheni River.

In the far North of the municipality at Lotheni are steep Mountains such as Spioenkop at 7040m and KuMalungana at 7374m above sea level.

On the Western Boundary of the Municipality lies the Drakensberg World Heritage site. This area is marked by rugged mountains with heights ranging from 5004m for Nkangala Mountain to Kwa Mahoshiya at 6254 and progressively getting higher within the Drakensberg Heritage Site. The Mkhomazi River at this stage is 4299m above sea level.

In summary, Impendle as a Municipality has on its eastern side rolling hills and agriculture while in the central part of the municipality are higher mountains which result in settlements being established along roads and rivers. On the Western side of the Municipality the environment becomes progressively steeper and less suitable for settlement. The effect of the topography is that the mountains result in settlement taking place in patches.

The extreme west of Impendle includes that part of the Drakensberg Mountain range which is located within the Maloti-Drakensberg World Heritage Site.

### **Rivers**

It may be noted from Map 8 in the SDMP (Annexure 4) that three main rivers run through parts of the Impendle Municipality. Each of these rivers arises in the Drakensberg in the west.

The first of these is the Nzinga River which runs through Impendle and into Ingwe Local Municipality. The Nzinga River runs North to South with its source in the KwaNtabamnyama Mountain range and Wuthering Heights Area.

The Lotheni River runs in a South Easterly direction from its source in the Lotheni Nature Reserve at Peak kwaPitoli. The Lotheni River joins the Mkhomazi River in the South.

The Mkhomazi River has its source in Mkhomazi pass within the Cobham State Forest within the Drakensberg. It runs East-South-East where it is joined by the Lotheni River.

In conclusion, as rugged as the Western country is, it nevertheless has three large rivers which provides the water source for sustaining livelihoods.

### **1.5.Land Reform**

The Regional Land Claims Commission has identified municipality's role in land reform as follows:

- Assist in identifying land needs in each municipality
- Make land available for agriculture and human settlement
- Provide support to Restitution and other land reform beneficiaries
- Be the implementing agent of land reform projects
- Establish a strong Land Reform desk within the municipality to work closely with DLA & the Commission on Restitution of Land Rights
- The IGR enjoins land reform and Local Government to collaborate with regard to planning and implementation of IDP's
- The IDP is a mechanism for coordinating local economic development.

The status of Impendle land claims are detailed below:

- Number of claims original lodged (includes duplicates) = 48
- Number of claims consolidated (excludes duplicates) = 27
- Gazetted claims (see table below) = 10
- Outstanding claims = 16

The land claims process is continuous process therefore more updated information will be obtainable from relevant authorities from time to time.

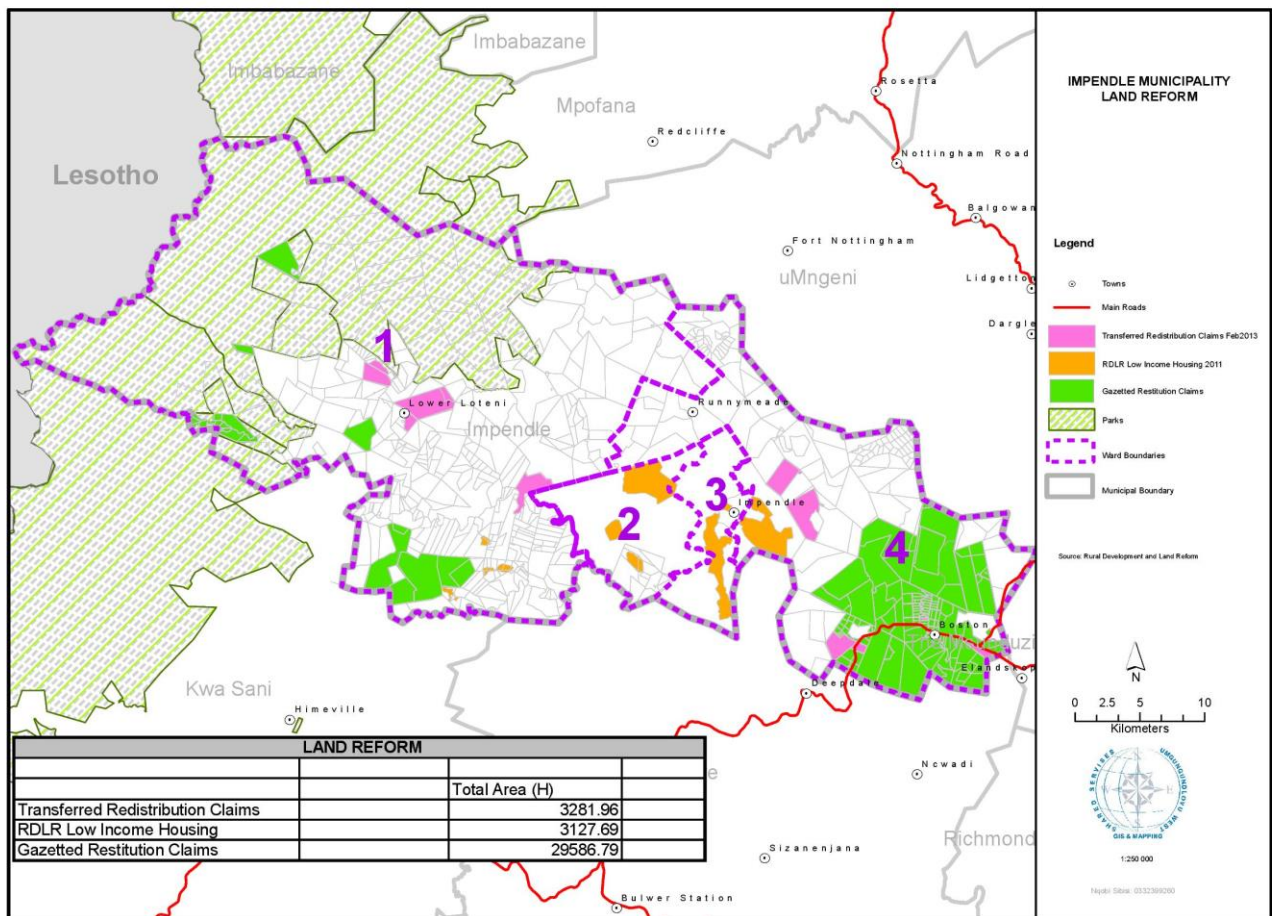


Figure 6: Impendle Local Municipality Land Reform Map

## 1.6.Environmental Analysis

### Geology and Soils (Geo-Tech)

Geologically the municipality comprises limited variation over a landscape largely formed by Drakensberg formations and the headwaters and upper reaches of a number of rivers. Geology is dominated by mudstones and sandstones of the Tarkastad Subgroup and the Molteno Formation (Karoo Supergroup) as well as intrusive dolerites of Jurassic age. The dominant soils on the sedimentary parent material are well drained, with a depth of more than 800 mm and clay content from 15-55%, representing soil forms such as Hutton, Clovelly, Griffin and Oatsdale. On the volcanic parent material (dolerite) the soils are represented by forms such as Balmoral, Shortlands and Vimy. The eastern areas are dominated by apedal and plinthic soil forms derived mostly from Eccia Group (Karoo Supergroup) shale and minor sandstone and less importantly from Jurassic dolerite dykes and sills. The western areas comprise primarily Sandstones of the Clarens Formation and sandstones, silt- stones and mudstones of the Elliot Formation (both formations belonging to the Stormberg Group, Karoo Supergroup) as well as the basaltic lava flows of the Drakensberg Group. Soils on the steep escarpment slopes tend to be deep and fine-grained, typical of land types Fa, Fb and Ea. Other variations are found in the municipality. Map 1 (SDMP Annexure 4) illustrates this variation. Geology and soils are contained in Maps 1 and 22 of the SDMP (Annexure 4). Owing to geology, slope, soils and microclimate, there are areas in the centre and west and south-west of Impendle which are not suitable for agriculture and also unstable for housing development. These areas are characterized by deep erosion gullies due to inappropriate land use from the past and should be avoided for all forms of future development.

## ***Topography and Slope***

The municipality comprises a marked biophysical gradient and diversity of habitat types that is determined by altitude, slope position, aspect, climate, topography and geology, which translates into exceptional terrestrial and aquatic biodiversity, species richness and endemism. The dominant landform comprises rugged topography characterised by rolling hills much incised by deep rivers. The land generally slopes from west to east, with the highest areas in the central and northern areas, and the lowest areas around Boston in the east and the Umkomaas Valley in the south. The eastern areas also comprise a greater proportion of gently sloping lands. Map 2 illustrates slope variation in the municipality, and Map 3 (Annexure 4, SDMP) illustrates altitudinal gradient.

## ***Precipitation and Climate***

Varying climatic conditions prevail across the municipality, as illustrated by varying Mean Annual Precipitation (Map 4, Annexure 4 SDMP). With the exception of some precipitation in the west from cold fronts in winter, the region is subject to summer rainfall with dry winters. However, dry summers and summer droughts are also frequent, particularly in the east. Mean Annual Precipitation (MAP) ranges from 600mm to 1000mm in the municipality, with large scale variations over relatively short distances. Whilst rainfall in form of thunderstorms is the prevalent form of precipitation, a common feature in the municipality, hail, frost, mist, fog and snow are common in the wetter, colder parts, especially at higher elevations. Summers are warm to hot, to extremely hot, and winters are mild to cold, to extremely cold. Mean Annual Temperature ranges from approximately 4°C to 17°C. Mean annual evaporation varies considerably in the municipality depending on the relationship of rainfall and temperature.

Climate change scenarios predict major changes in biome distribution in South Africa. Individual species and ecosystems will respond differently to climate change, some potentially increasing in abundance or range, others declining or contracting. Ecosystems will experience changes in their species mix, and these changes may increase their vulnerability to further change or to climate extremes. Models indicate that climate change impacts will largely consist of latitudinal and altitudinal shifts in potential species' distributions while others suggest that the complete disappearance of critical climate types and dependent species are possible. Climate change will affect not only the survivorship of particular species, but also fragment the landscape and affect the natural resources that species have adapted to use in their natural environment. Species are thus marginalised and forced to move elsewhere to find places to live and food to eat. The impact of climate change will therefore increase the risk of species extinction and impact on biodiversity integrity. On a provincial scale, the biophysical gradient is relatively pronounced in the municipality, with significant variations in temperature considering adjacent areas (Map 5, Annexure 4 SDMP) and mean annual precipitation, incorporating a number of important river valleys, which highlights the important role that this municipality is likely to perform in biodiversity conservation in response to climate change.

## ***'Viewsapes'***

The municipality is located immediately adjacent to the Ukhahlamba-Drakensberg Park World Heritage Site (UDPWHS), and therefore occurs (at least partially) within the Special Case Area Plan (SCAP) buffer zone to the UDPWHS. The UDPWHS is inherently environmentally sensitive and provides for the conservation of critical elements of biodiversity in the province. It is therefore, critical that development adjacent to the park is both strategic and appropriate.

Inappropriate development within the UDPWHS approaches has the potential, not only to impact upon the important biodiversity protected by the park, but upon the WHS status of the UDP. Thus, it is critical to ensure the conformity of any proposed development with the relevant guidelines (as advised by the Drakensberg Approaches Policy (DAP), Special Case Area Plan (SCAP), and the buffer study (Rushworth & B Mthimkulu,

unpublished)), in order to ensure that the values of the UDPWHS are not impinged upon, and that the WHS status of the UDP is not threatened in any way.

The most visually sensitive parts of the municipality, the areas adjacent to the Ukhahlamba Drakensberg Park World Heritage Site, comprise predominantly deep valleys separated by significant lower berg mountains, which effectively limit viewshed impacts in this area. The areas adjacent to the Ezemvelo KZN Wildlife protected areas (e.g. Lotheni and Mkhomazi) are protected by topographical viewsheds, that render visual impacts unlikely on the areas. Viewscapes onto areas identified for stewardship and protected areas expansion merits further investigation.

## **Soils and Agricultural Potential**

Agriculture comprises the dominant land use in the municipality, including both commercial and subsistence farming. The majority of commercial farming areas are located in the east of the municipality, with rural communities inhabiting the higher lying areas in the centre, and extensive livestock grazing dominating in the western and north western parts of the municipality (SDMP Map 6). The reliance on the natural resource base by the rural communities that inhabit these areas render them critically important for sustainable rural livelihoods.

The municipality includes suitable climate for commercial timber production, particularly in mistbelt areas to the east of the municipality. These plantations represent both economic opportunity and significant alien invasions risks, with commercial timber species (particularly wattle) encroaching into river valleys, posing risks even as far as the UDPWHS.

Soils are generally low in fertility and acidic which limits crop options. Potatoes, maize and beans are the major crops grown by community gardens and larger farmers. The Commercial production of maize is not possible in acidic soils. Essential oils and woodlots of yellowwood have been identified as suitable options.

Slope is the limiting factor for much of the municipality, with commercial agriculture and timber plantations generally already existing on suitable areas. However, additional suitable areas still exist (Map 7, SDMP), which potentially present economic opportunities to rural communities; however, inaccessibility and distance to markets is a significant constraint which has limited agricultural production. A paucity of impoundments, stressed water reserves (particularly the Umgeni River catchment), and lack of infrastructure renders irrigation problematic, further limiting agricultural production in such areas.

The Department of Agriculture and Environmental Affairs has accordingly only been able to identify limited areas of high potential for agricultural production in the municipality, with land reform projects comprising key interventions (Map 6, Annexure 4, SDMP). Agriculture is seen as a sustainable land use on the latter properties, although economies of scale and limitations as described above render these areas unlikely to contribute as commercial agricultural entities. This aspect merits further investigation.

Field investigations indicate relatively large areas of land which appears to have high potential subject to the addition of lime and soil conservation measures. This potential will need to be assessed as part of a feasibility study to follow on from the SDMP.

## **Hydrological, Water Resources and Wetlands**

Considering the critical role that this municipality plays in terms of water provision, maintaining the remaining natural systems along the main stem rivers and upland streams is critical for ensuring continued delivery of ecosystem services and connectivity required for biodiversity persistence. Associated wetlands perform a key role in this regard.

The distribution of wetlands within the municipality is illustrated in Map 8, Annexure 4 SDMP. This wetland mapping was carried out using the Ezemvelo KZN Wildlife wetland dataset (from which dams were removed).

Wetland types included comprise Montane and Highland, with Midland and Lowland types absent as defined by EKZNW criteria. Whilst not mapped in the planning domain, every effort should be made to conserve high altitude bogs, due to the critical water supply and discharge function of these bogs, as well as their role as filters in the maintenance of water quality.

The national standard for wetland conservation is 20%, which may not be appropriate for this municipality considering the importance of its water resources.

Wetland systems are distributed in a complex mosaic, occupying a variety of positions in the landscape across altitudinal gradients, ranging from open water bodies such as mountain tarns, small hanging wetlands, high on valley sides, a variety of vleis and marshes, down to extensive wetlands associated with an intricate network of stream and river courses. Wetlands are of major importance for nature conservation, because of the variety of natural communities associated with them. Also present are important montane wetlands, which play a key role in the hydrological cycle of the catchments, and are of particular significance for the maintenance of regular stream-flow patterns, and acceptable water quality levels. Protection of these wetlands is afforded in part by existing protected areas, whilst significant areas are in private and communal ownership. Wetlands within the municipality are on the List of Wetlands of International Importance under the RAMSAR Convention.

Umgeni Vlei Nature Reserve is located 20 km due south-west of Nottingham Road in the KwaZulu-Natal midlands. The main vlei is about 300 ha in extent, and is underlain by Karoo dolerite. It lies at an altitude of 1 840 m, with the highest hill in the reserve at 2 081 m. The vlei functions as a large sponge that is the source of the Umgeni river. The extensive vlei is good for cranes (*Gruidae*), and both *Buggeranus carunculatus* and *Balearica regulorum* regularly breed there. It is the premier site in South Africa for *Buggeranus carunculatus* (up to six pairs have nested in the main vlei, with four others nesting in four smaller vleis, all within the reserve boundary. At least two pairs of *Balearica regulorum* and one pair of *Grus paradisea* are also present in this Important Bird Area (IBA), the latter in the grassland surrounding the vlei, which also supports several other species of threatened bird, including *Anthus chloris*. The vlei could potentially support *Sarothrura ayresi*. *Cisticola brunnescens* forage and breed in the flooded grassland adjacent to the vlei. The rocky terrain at higher altitude supports *Geocolaptes olivaceus*, *Saxicola bifasciata*, *Monticola explorator* and *Chaetops aurantius*. Both *Gyps coprotheres* and the rare but widespread *Gypaetus barbatus* are regular visitors to the area.

Apart from its biodiversity value, Umgeni Vlei is a valuable water-catchment area, supplying the Umgeni River, which supports a substantial proportion of South Africa's gross national product, and the whole of the catchment above the vlei is now conserved, either within the reserve or in a Natural Heritage Site. The other key river is the Umkomaas River, which together with the Umgeni River has been earmarked for a future bulk water transfer scheme. The Umkomaas River is also critically important for downstream users, including industry located closer to eThekweni Metro.

The distribution of important water yield areas is illustrated in Map 10 SDMP. It is clear that the majority of important wetland areas fall within the high water yield areas, illustrating this positive relationship.

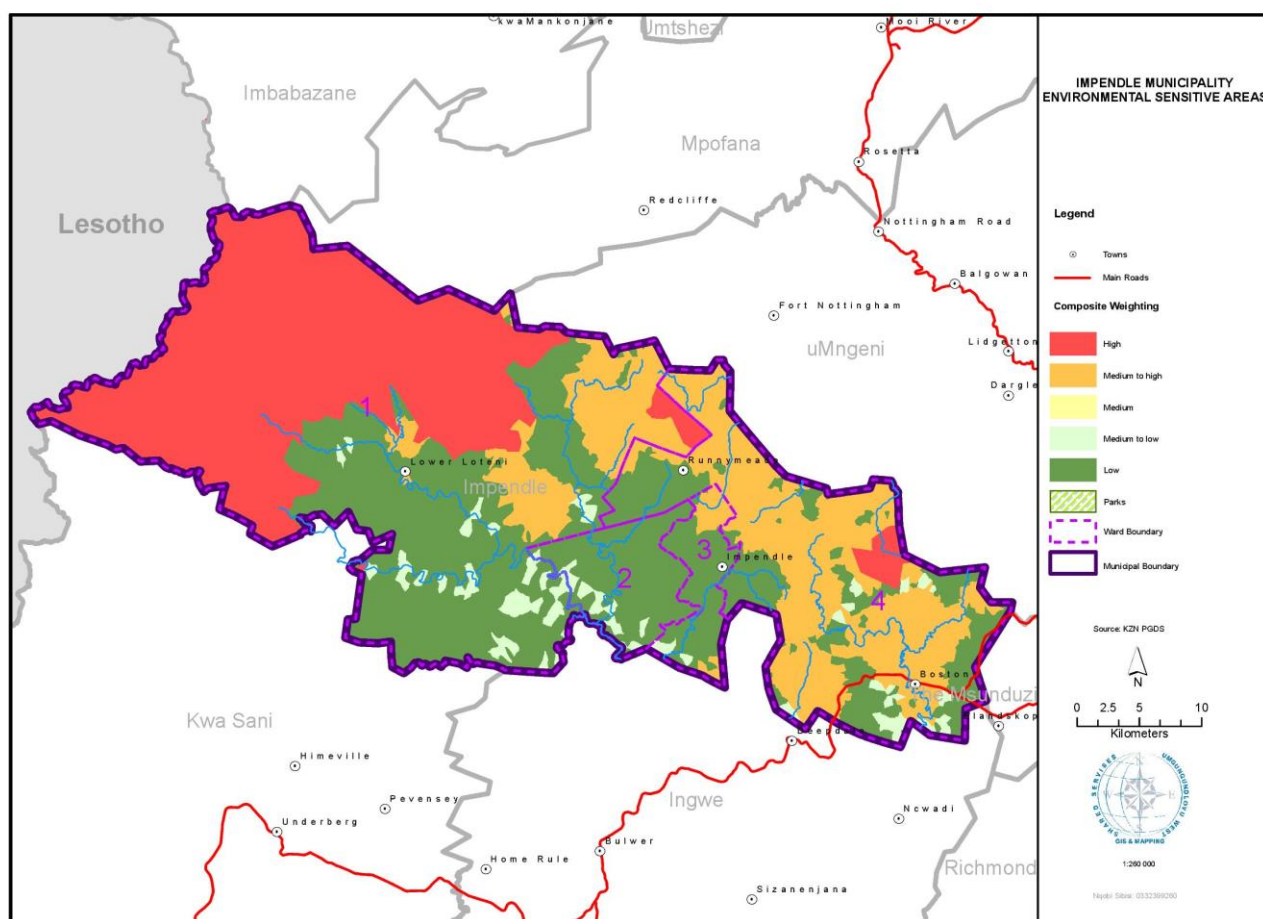


Figure 7: Impendle Local Municipality Environmental Sensitive Areas Map

## 1.7. SWOT Analysis

Table 10: SWOT Analysis

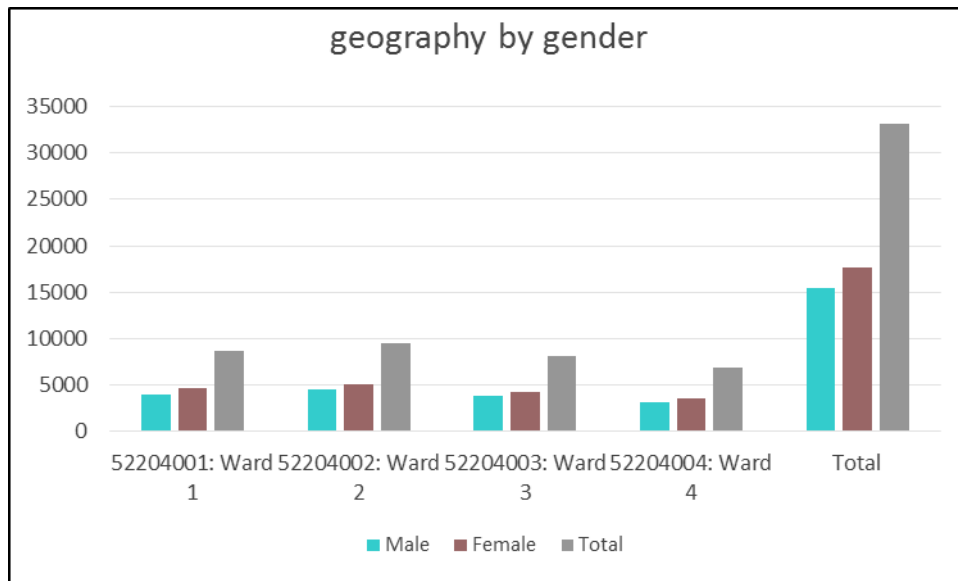
Key challenge	Spatial Development and Environmental Management not fully adhered to
Description	<p>Equitable access to land and housing</p> <p>Inadequate management of the environment</p> <p>Impendle Nature Reserve is outside the municipality – significant asset which is unutilised and not deriving any benefits for Impendle</p> <p>Not too distant from Pietermaritzburg and therefore competition from that centre and to a lesser extent from Underberg</p> <p>Improving roads and services opens up sensitive areas to potential influx of more people which can be a threat to the environment</p> <p>Spread of invasive alien plant species a threat to agricultural lands and to ecological diversity</p> <p>Poor rangeland management - some very overgrazed areas with serious erosion problems within the municipality</p>

## 2. Demographic Characteristics

### 2.1. Demographic Indicators

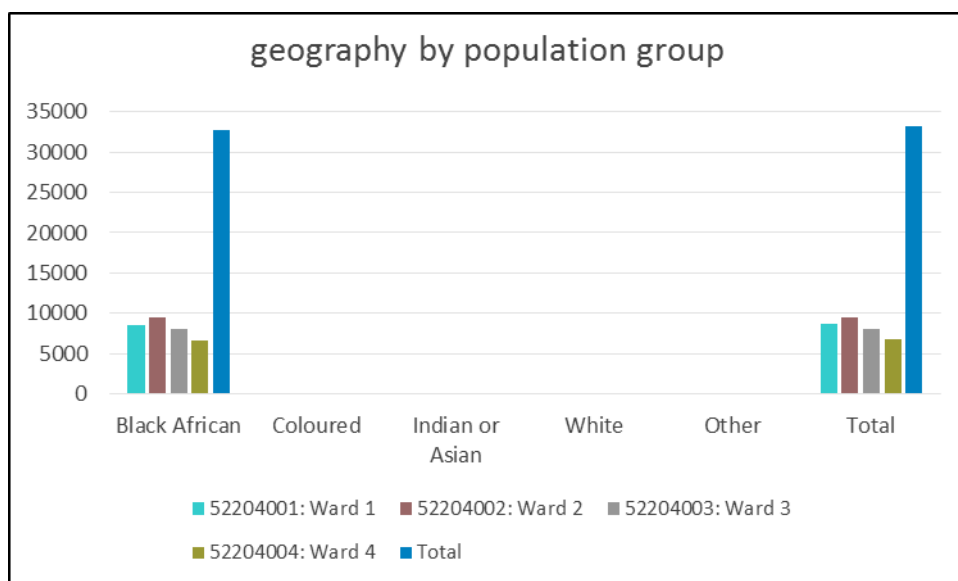
The 2011 census that was released towards the end of 2012 revealed a decline in the population of Impendle Municipality. The causal factors may range from the fact that there are no new investments that can create jobs and no tertiary institutions that can attract people from outside of Impendle and keep local people within the municipality. Table B1 below indicates unpredictable trends of population growth.

Figure 8: Geography by Gender Graph



The graph indicates that the area of Impendle is dominated by females; this may be due long distance employment of males and death.

Figure 9: Geography by Population Group Graph



The population distribution graph depicts that Impendle area consist of black African population more than other

### Population by head of household

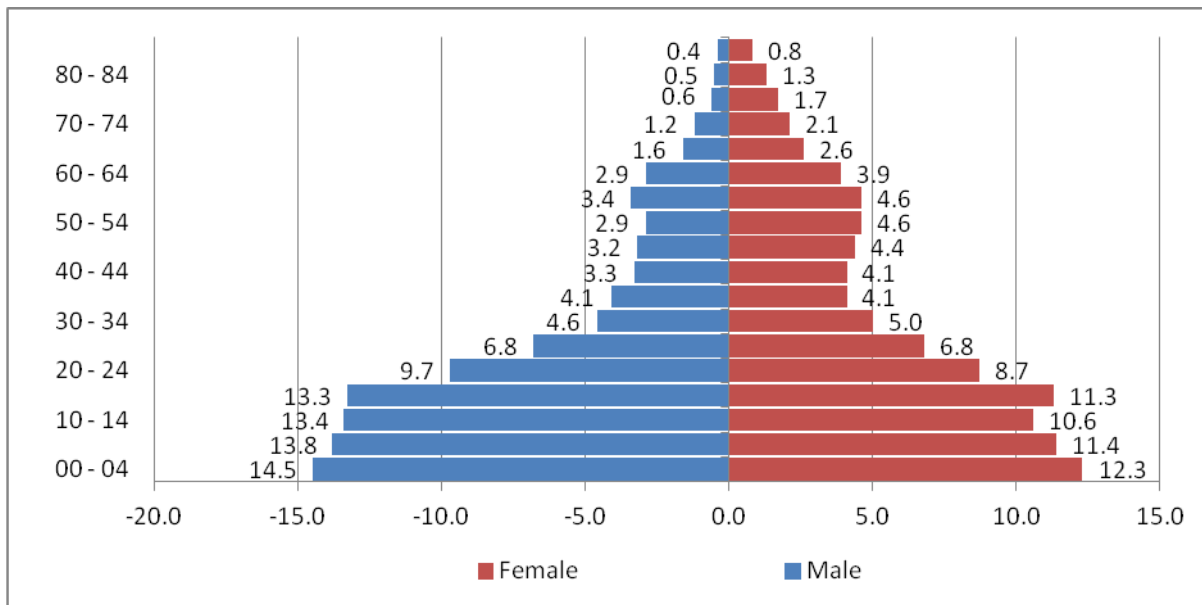
Ward:	Black African	Coloured	Indian or Asian	White	Other	total
Ward 1	2153	23	3	22	7	2208
Ward 2	2266	1	3	1	3	2274
Ward 3	1807	3	4	1	5	1821
Ward 4	1832	3	4	59	2	1899
Total	8058	30	13	83	17	8203

Source: Stats SA, 2011 Census

Table 11: Population by head of household

### TOTAL POPULATION

Impendle Local Municipality	Total Population
	33 105



Census 2011

Figure 8: Impendle Local Municipality Total Population

### IMPENDLE AGE IN COMPLETED YEARS

	KZN224: Impendle	52204001: Ward 1	52204002: Ward 2	52204003: Ward 3	52204004: Ward 4
0 - 4	4406	1228	1217	1128	833
5 - 9	4132	1101	1231	1013	787
10 - 14	3940	1060	1186	944	750
15 - 19	4050	963	1304	984	799
20 - 24	3025	791	841	735	657
25 - 29	2241	585	602	534	521
30 - 34	1581	421	412	369	379
35 - 39	1352	359	368	323	301
40 - 44	1242	338	323	279	302
45 - 49	1276	345	361	319	251

50 - 54	1259	345	337	311	266
55 - 59	1328	326	364	338	301
60+	3272	821	1001	793	658

Census 2011

Table 11: IMPENDLE AGE IN COMPLETED YEARS

## FACTORS CONTRIBUTE TO POPULATION CHANGE

### Fertility rate

The above graph shows high fertility rate from age 0-4. Population for male constitutes 14.5% and 12.3% for female that suggest that the municipality need to work closely with department of Health, DSD, DOE and SASSA to address issues of sexual reproductive health, early childhood development and social grants.

### Mortality rate

The graph depict possibly mortality trends, the age group 5-9, 10-14 reflects population decrease. This picture could be poverty and diseases that lead to mortality in the LM. This picture is bad reflection to the municipality and therefore should be addressed in partnership with the above suggested sector departments.

### Migration

The pyramid demonstrates migration trends among youth from age group 21 and above, this could be due to lack of higher education opportunities and employment. the obvious movement is more visible amongst male between the age 21-4 and 30-34 comparing to females by 3.6 and 2.6 percent.

### POPULATION GROWTH RATE -1,34% ( 2001-2011)

The municipality has a decline population growth due to mortality and migration.

### POPULATION DENSITY

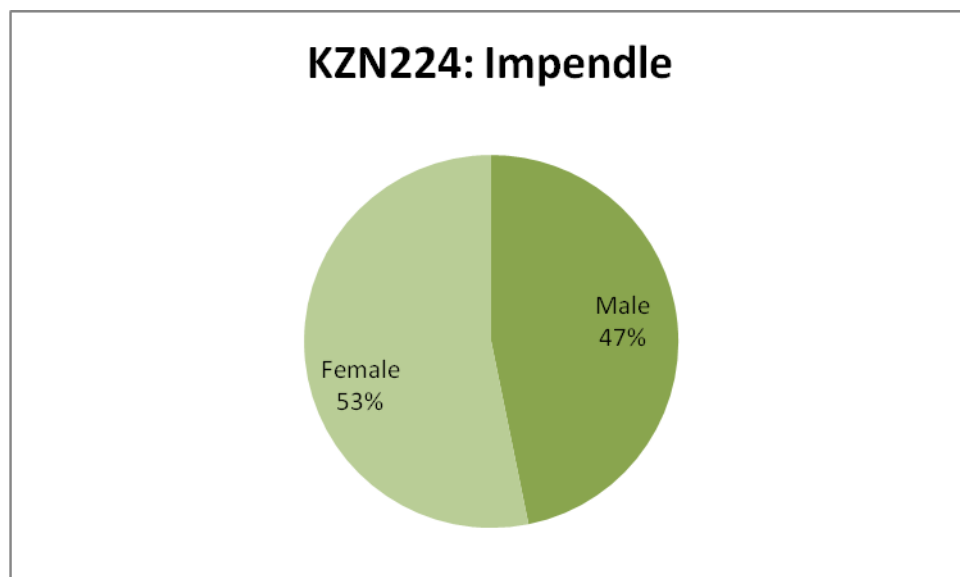
The local municipality has the population density of 1, 528km<sup>2</sup>

### POPULATION BY GENDER

	Male	Female
KZN224: Impendle	15493	17612
52204001: Ward 1	4004	4680
52204002: Ward 2	4481	5066
52204003: Ward 3	3815	4254
52204004: Ward 4	3193	3613

Census 2011

Table 12: Population By Gender



Census 2011

*Figure 9: Impendle Gender percentages*

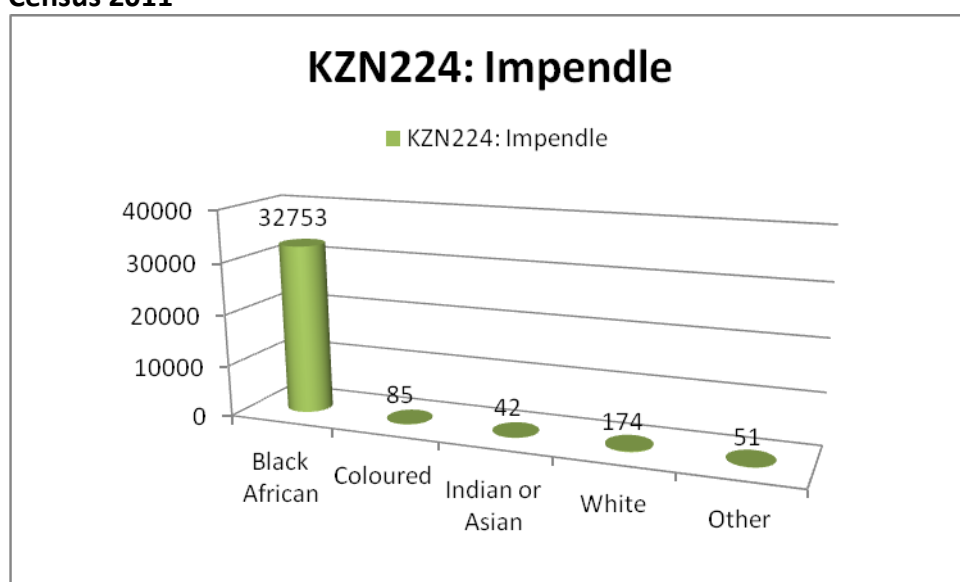
The above pie chart shows that there are more females than males, it is important for the LM to be gender sensitive throughout its planning programmes.

#### IMPENDLE POPULATION BY GROUP

	Black African	Coloured	Indian or Asian	White	Other
KZN224: Impendle	32753	85	42	174	51
52204001: Ward 1	8548	51	12	55	18
52204002: Ward 2	9509	6	6	9	16
52204003: Ward 3	8027	7	17	3	15
52204004: Ward 4	6668	21	8	107	2

*Table 13: Impendle Population by Group*

**Census 2011**



Census 2011

*Figure 10: Impendle Population by Group*

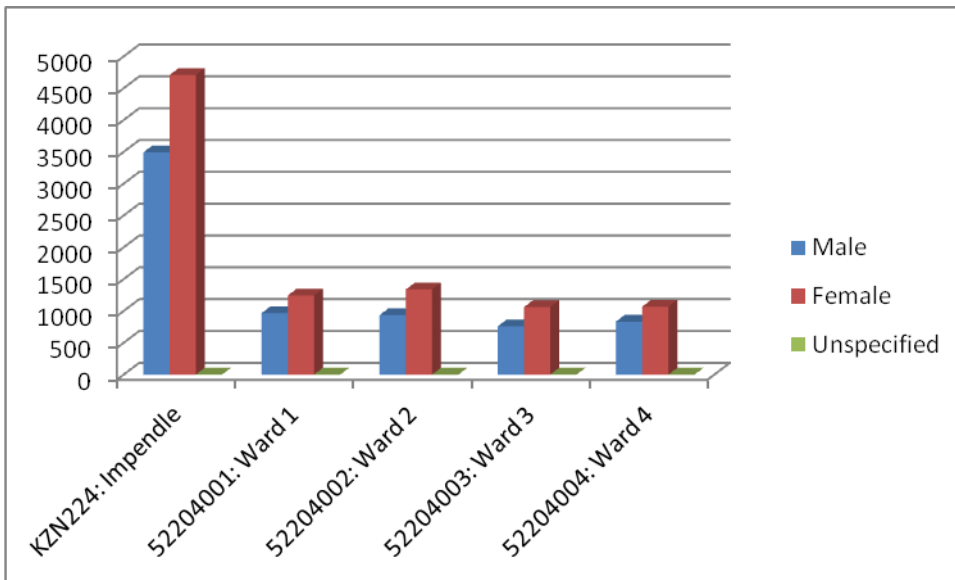
The municipality is dominated by Africans from the disadvantage background and the LM is predominantly rural. It is therefore important that the IDP shows an alignment/partnership with all relevant sector departments in order to address service delivery issues.

## IMPENDLE GENDER OF HEAD OF HOUSEHOLD

	Male	Female	Unspecified
KZN224: Impendle	3493	4709	1
52204001: Ward 1	965	1243	-
52204002: Ward 2	936	1338	-
52204003: Ward 3	759	1061	1
52204004: Ward 4	832	1067	-

Census 2011

Table 14: Impendle Gender of Head of Household



Census 2011

Figure 11: Impendle Gender of Head of Household

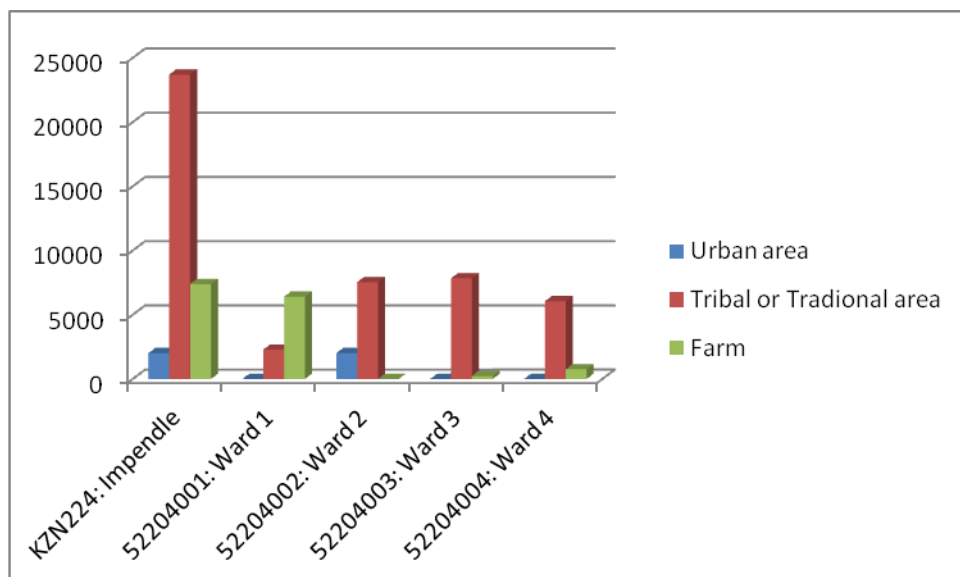
The graph and the table above demonstrate that in all four wards most household are female headed. This gives evidence of migration for males

## IMPENDLE GEO TYPE

	Urban area	Tribal or Traditional area	Farm
KZN224: Impendle	2011	23704	7390
52204001: Ward 1	-	2279	6404
52204002: Ward 2	2011	7536	-
52204003: Ward 3	-	7840	230
52204004: Ward 4	-	6049	757

Census 2011

Table 14: Geo Type



Census 2011

Figure 12: Geo Type

The graph for geo type shows that Impendle is predominantly rural.

### IMPENDLE SPOKEN LANGUAGE

	KZN224: Impendle	52204001: Ward 1	52204002: Ward 2	52204003: Ward 3	52204004: Ward 4
Afrikaans	80	40	12	14	14
English	584	146	153	142	144
IsiNdebele	391	66	105	135	85
IsiXhosa	138	43	15	34	47
IsiZulu	30886	7960	9002	7567	6357
Sepedi	54	10	27	11	6
Sesotho	528	276	146	60	47
Setswana	206	49	56	48	54
Sign language	166	82	24	21	39
SiSwati	5	3	1	-	-
Tshivenda	11	1	2	2	5
Xitsonga	8	-	-	5	3
Other	43	5	4	28	7
Unspecified	-	-	-	-	-
Not applicable	5	2	-	3	-

Census 2011

Table 15: Impendle Spoken Language

### IMPENDLE HIGHEST EDUCATION

	KZN224: Impendle	52204001: Ward 1	52204002: Ward 2	52204003: Ward 3	52204004: Ward 4
Gade 0	1468	511	353	341	264
Grade 1 / Sub A	1343	337	396	344	265
Grade 2 / Sub B	1400	338	441	337	285
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	1292	330	392	338	232
Grade 4 / Std 2	1752	454	538	399	361
Grade 5 / Std 3/ABET 2	1597	426	474	379	317
Grade 6 / Std 4	1609	456	450	394	310
Grade 7 / Std 5/ ABET 3	1852	527	533	393	400

Grade 8 / Std 6 / Form 1	2085	532	557	521	475
Grade 9 / Std 7 / Form 2 / ABET 4	1701	466	434	414	387
Grade 10 / Std 8 / Form 3	2253	583	584	604	482
Grade 11 / Std 9 / Form 4	2590	688	766	622	514
Grade 12 / Std 10 / Form 5	4254	987	1277	1003	988
NTC I / N1/ NIC/ V Level 2	22	10	2	2	7
NTC II / N2/ NIC/ V Level 3	9	2	2	4	1
NTC III /N3/ NIC/ V Level 4	13	7	1	1	4
N4 / NTC 4	8	3	4	1	-
N5 /NTC 5	9	2	1	-	5
N6 / NTC 6	23	6	5	5	7
Certificate with less than Grade 12 / Std 10	20	15	2	1	1
Diploma with less than Grade 12 / Std 10	25	7	1	5	12
Certificate with Grade 12 / Std 10	164	48	22	65	30
Diploma with Grade 12 / Std 10	116	33	13	40	30
Higher Diploma	114	30	22	16	46
Post Higher Diploma Masters; Doctoral Diploma	16	6	2	3	3
Bachelors Degree	49	12	1	22	14
Bachelors Degree and Post graduate Diploma	30	11	2	4	13
Honours degree	42	6	1	21	13
Higher Degree Masters / PhD	29	5	5	4	15
Other	11	4	1	4	3
No schooling	2795	612	1044	653	487

Census 2011

Table 16: Impendle Highest Education

The above table shows that there are few people with matriculation and higher educational qualifications. This suggest that the limited number of people who enter into the formal employment sector. The municipality needs to introduce Higher education institution in a form of FETs etc.

The structure of the population pyramid provide enough evidence that the LM should invest more in education as the LM has high population of young people with no skills.

## MARITAL STATUS

	Married	Living together like married partners	Never married	Widower/ Widow	Separated	Divorced
KZN224: Impendle	6104	554	24963	1282	135	68
52204001: Ward 1	1438	213	6641	340	29	23
52204002: Ward 2	1842	126	7223	298	41	16
52204003: Ward 3	1531	115	6052	318	37	16
52204004: Ward 4	1293	99	5047	326	28	13

Census 2011

Table 16: Impendle Marital Status

## MOTHER ALIVE

	Yes	No	Do not know	Unspecified	Not applicable
--	-----	----	-------------	-------------	----------------

KZN224: Impendle	21761	10535	94	710	5
52204001: Ward 1	5717	2820	13	132	2
52204002: Ward 2	6338	2892	24	293	-
52204003: Ward 3	5299	2562	30	175	3
52204004: Ward 4	4407	2261	28	110	-

Census 2011

Table 17: Impendle Alive Mothers

## FATHER ALIVE

	Yes	No	Do not know	Unspecified	Not applicable
KZN224: Impendle	15911	15207	523	1459	5
52204001: Ward 1	4083	4188	108	303	2
52204002: Ward 2	4778	3970	110	688	-
52204003: Ward 3	3765	3861	163	277	3
52204004: Ward 4	3285	3188	142	191	-

Census 2011

Table 18: Impendle Alive Fathers

## IMPENDLE AGE OF HEAD OF HOUSEHOLD

	KZN224: Impendle	52204001: Ward 1	52204002: Ward 2	52204003: Ward 3	52204004: Ward 4
10 - 14	42	14	13	10	6
15 - 19	238	67	62	61	49
20 - 24	392	117	116	60	98
25 - 29	508	145	115	99	149
30 - 34	462	145	106	83	128
35 - 39	596	172	145	129	149
40 - 44	659	190	173	120	176
45 - 49	779	209	223	179	168
50 - 54	824	221	220	192	190
55 - 59	947	231	264	240	213
60+	2754	697	836	648	573

Census 2011

Table 19: Impendle Age of Head of Household

The LM shows evidence of child headed households therefore it is important that there are identified in order to provide necessary services to them.

## INDIVIDUAL MONTHLY INCOME

	KZN224: Impendle	52204001: Ward 1	52204002: Ward 2	52204003: Ward 3	52204004: Ward 4
No income	15561	3319	5110	4689	2443
R 1 - R 400	5002	1635	1268	677	1422
R 401 - R 800	1599	530	454	376	239
R 801 - R 1 600	5106	1451	1383	1191	1082
R 1 601 - R 3 200	1159	393	206	239	320
R 3 201 - R 6 400	439	191	57	87	103
R 6 401 - R 12 800	334	135	36	76	88
R 12 801 - R 25 600	166	36	17	55	59
R 25 601 - R 51 200	79	14	12	26	26
R 51 201 - R 102 400	9	1	-	3	4
R 102 401 - R 204 800	11	2	4	4	2
R 204 801 or more	7	2	1	-	4

Unspecified	3627	973	999	642	1013
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Census 2011

Table 20: Individual Monthly Income

1.

## HEALTH

### National HIV prevalence among antenatal women by district, South Africa, 2011/2012 report, focusing KZN province by Districts

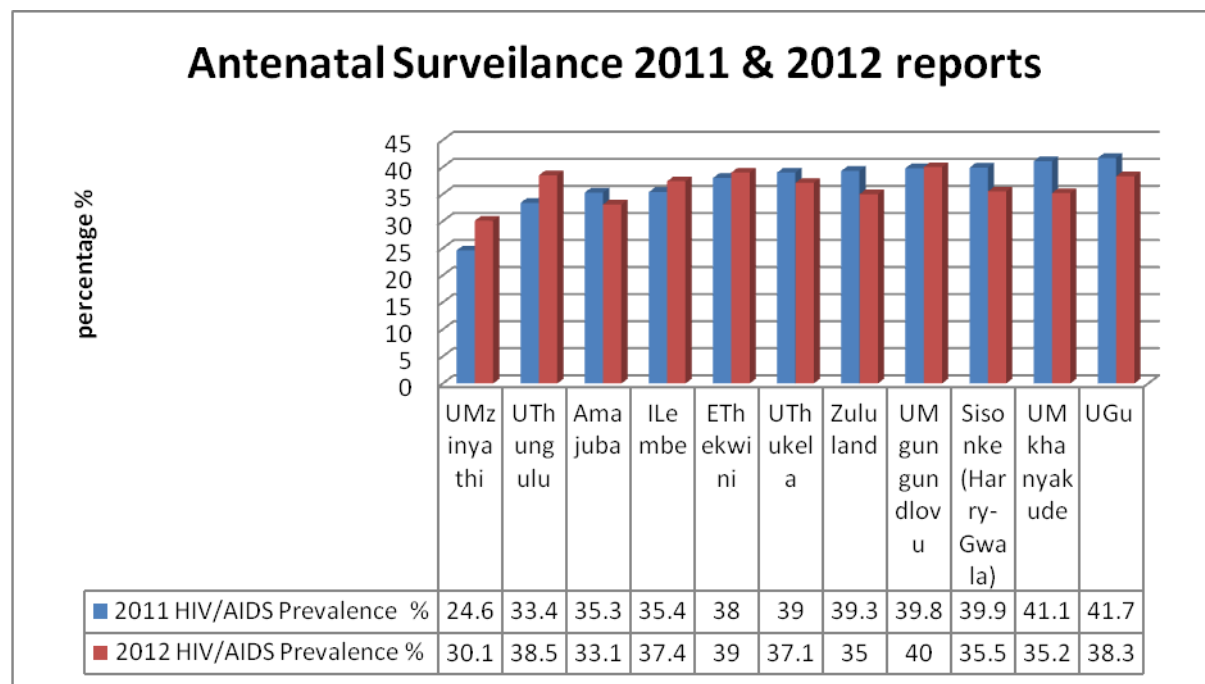


Figure 13: Antenatal Surveillance 2011 & 2012 reports

**Source:** HIV prevalence among antenatal women by district, South Africa, **2012**. (Source: NDoH, 2011, 2012 Antenatal Surveillance)

Given the above situation of the LM, health information is imperative to include in the IDP. The LM has high population of children whom amongst them the mortality trends are predicted. Furthermore population ageing trend is visible requiring that health services should be available for this group. Impendle falls under Umgungundlovu DM, the graph above shows that the Dm is at 40 percent of HIV prevalence and therefore services to address the pandemic must be available. **NB**, the IDP must provide the implementation plan, budget alignment and strengthening with relevant partners to address HIV/AIDS.

The above information on HIV/AIDS is at the district level therefore the municipality needs to collect information that talks to the LM.

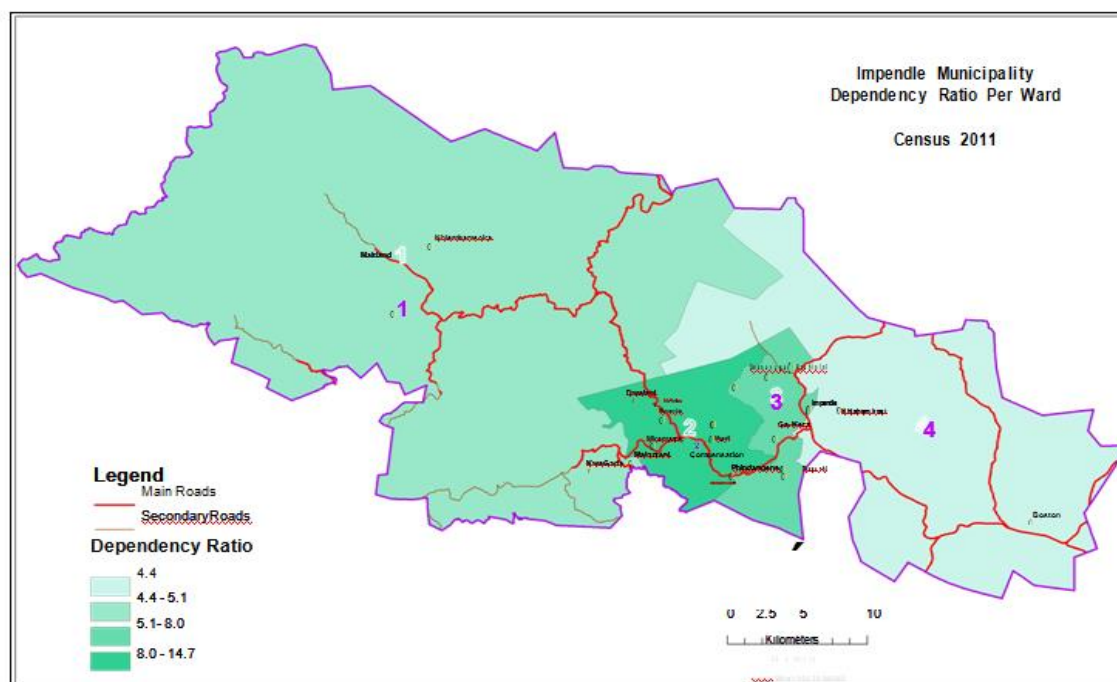
## IMPENDLE DISABILITY

	Communication	Hearing	Remembering	Seeing	Self-care	Walking or climbing
<b>Number</b>						
Some difficulty	859	1127	1854	2768	752	1175
A lot of difficulty	226	380	673	933	195	467
Cannot do at all	248	91	243	100	536	200
Do not know	158	26	156	22	193	66
Cannot yet be determined	1466	1529	1453	1544	4485	1447
Unspecified	962	899	1037	835	1434	958

%	Communication	Hearing	Remembering	Seeing	Self-care	Walking or climbing
Some difficulty	22	28	34	45	10	27
A lot of difficulty	6	9	12	15	3	11
Cannot do at all	6	2	4	2	7	5
Do not know	4	1	3	0	3	2
Cannot yet be determined	37	38	27	25	59	34
Unspecified	25	22	19	13	19	22

Source: census 2011

Table 20: Impendle Disability



Source: Census 2011

Figure 14: Impendle Municipality Dependency Ratio Per Ward

Figure 14 above indicates high dependency ratio in ward 2 followed by Ward 3, Ward 1 and Ward 4 is low. The reason might be the fact that the employment rate is higher in Ward 4 due to the commercial farms. This is witnessed by Figure 15 below which indicates high employment rate in Ward 4

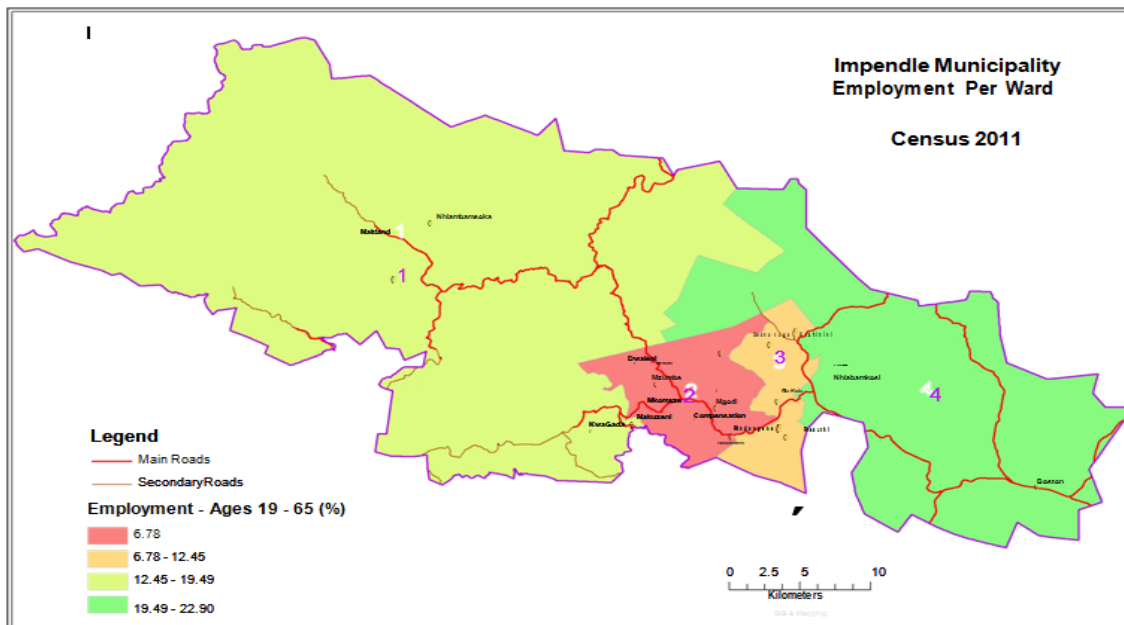


Figure 15: Impendle Municipality Employment Per Ward

Figure 16 below indicates that Ward 1 is behind in water services provision.

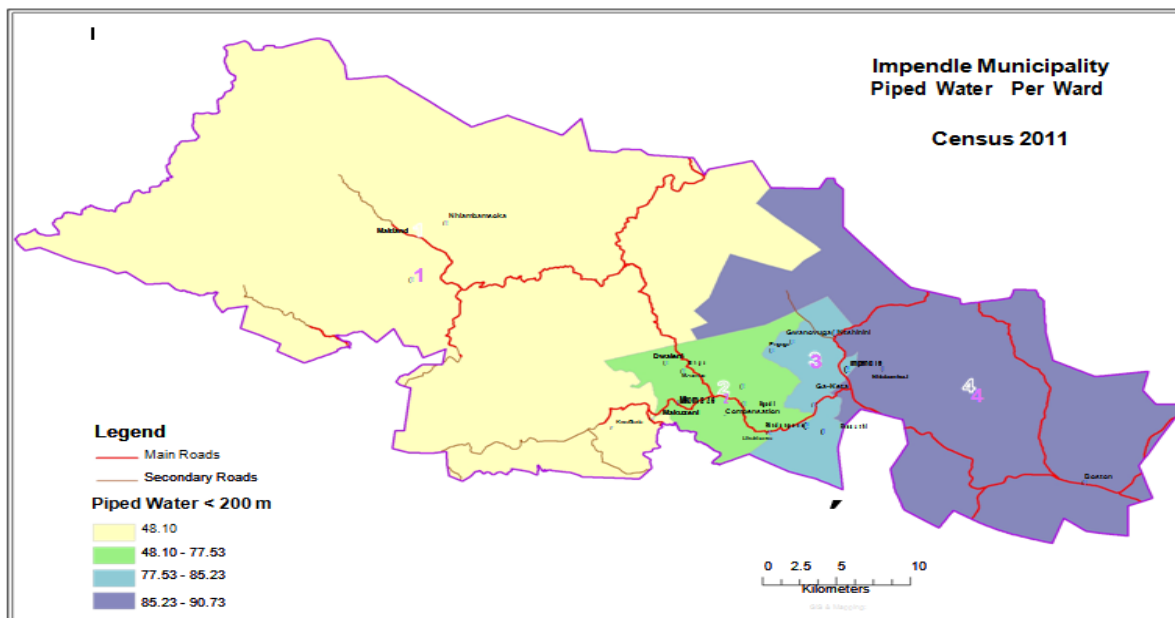


Figure 16: Impendle Municipality Piped Water Per Ward

Figure 17 below indicates that Ward 3 and Ward 4 are in better unemployment conditions than Ward 1 and 2. This might be the case because Ward 3 and 4 are closer to commercial farms which are the largest private sector employer in the Municipal area.

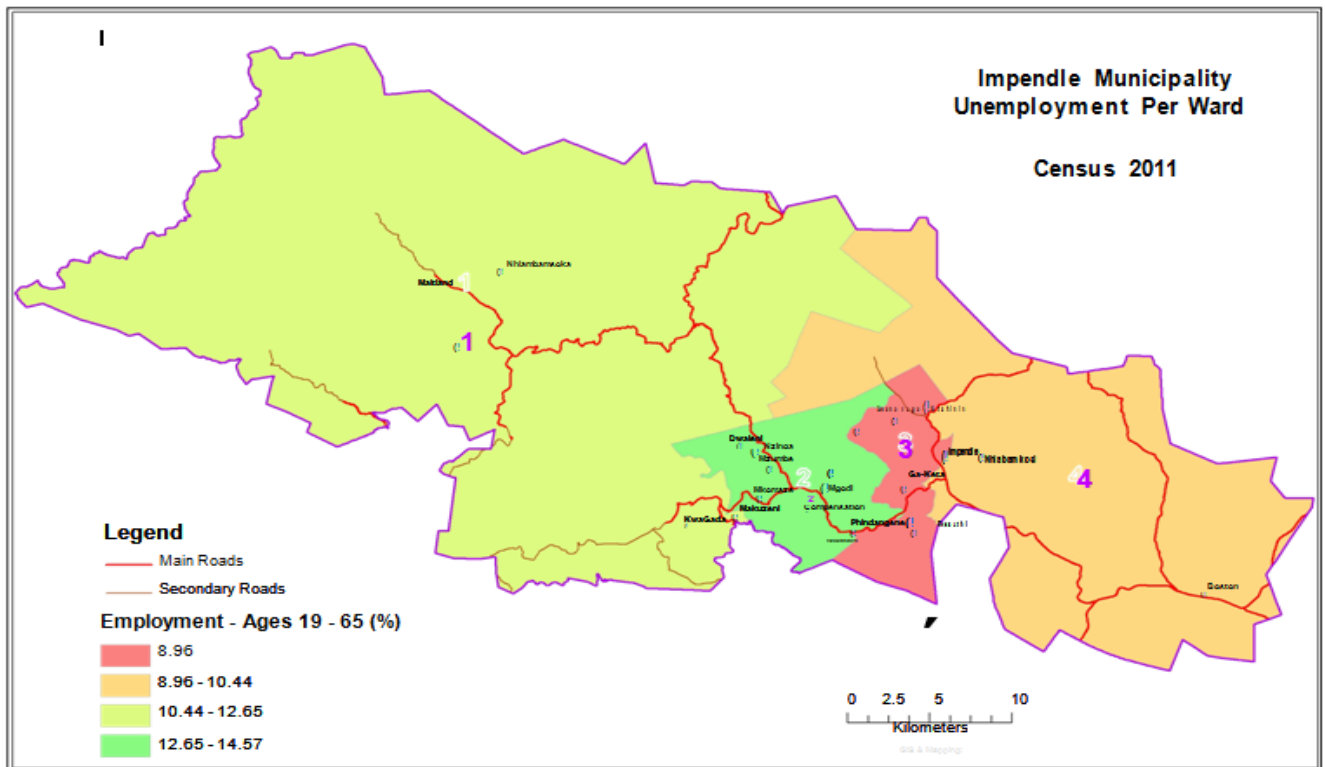


Figure 17: Impendle Municipality Unemployment Per ward

Fig. 18 below indicates that though Ward 1 has a large geographical area, its population is scattered. People are concentrated in ward 3 the reason might be the Impendle Town and Compensation Settlements

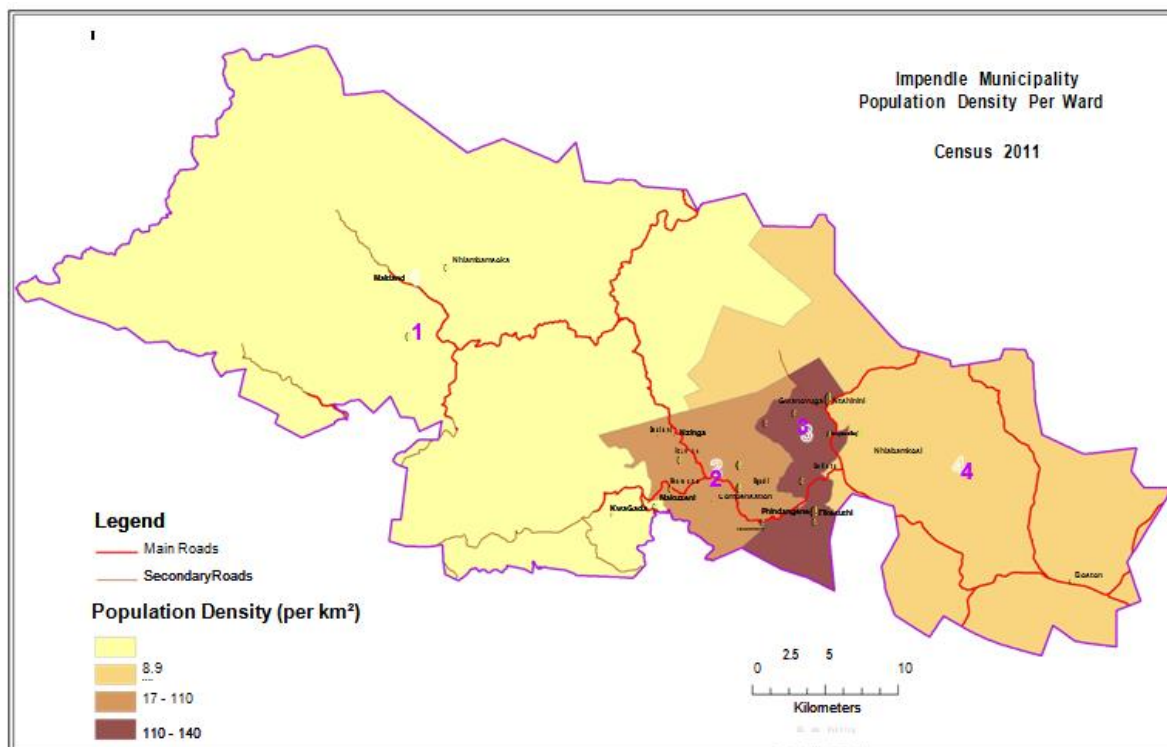


Figure 18: Impendle Municipality Population Density Per Ward

Fig. 19 below indicates that there is a huge backlog in terms of refuse removal; the highest is less than 6%. This might be due to the capacity of the Municipality and the rural nature of the area.

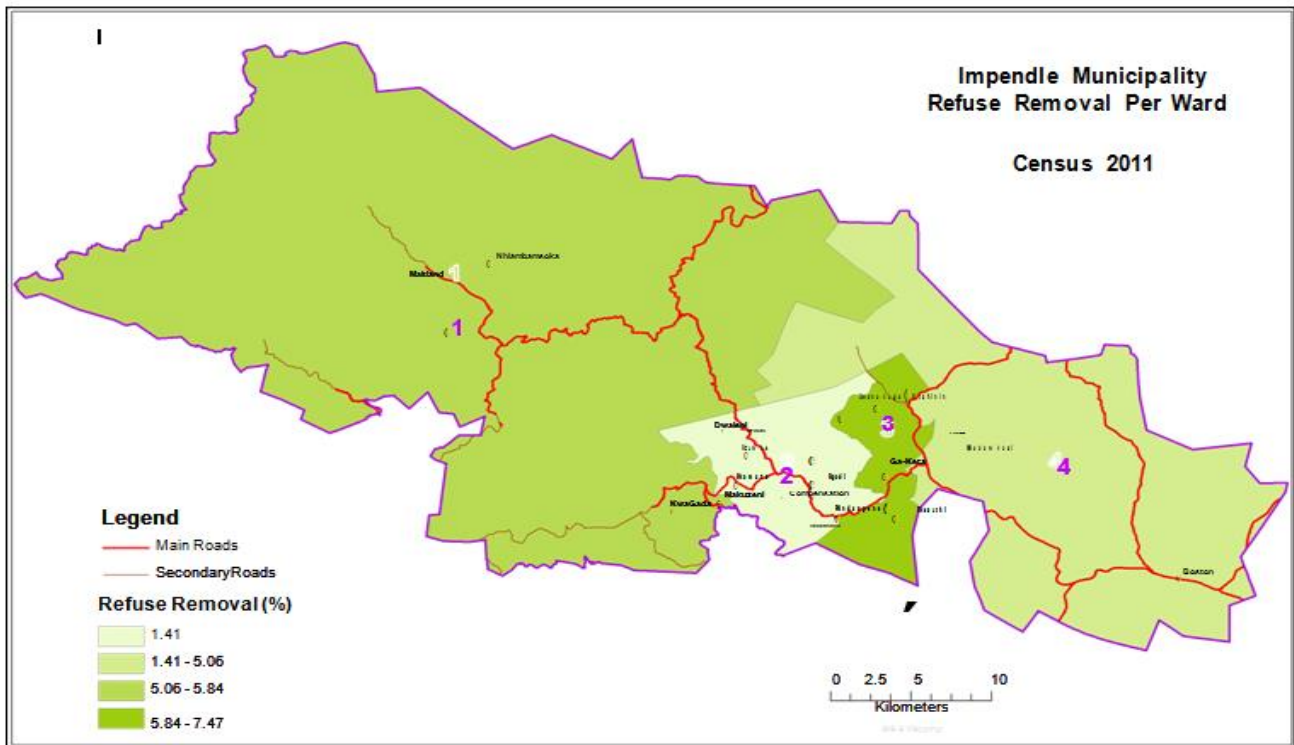


Figure 20: Impendle Municipality Refuse Removal Per Ward

Fig. 21 below indicates that ward 5 has a highest formal dwelling typology: this might be due to formal farm houses. Ward 4 is follow

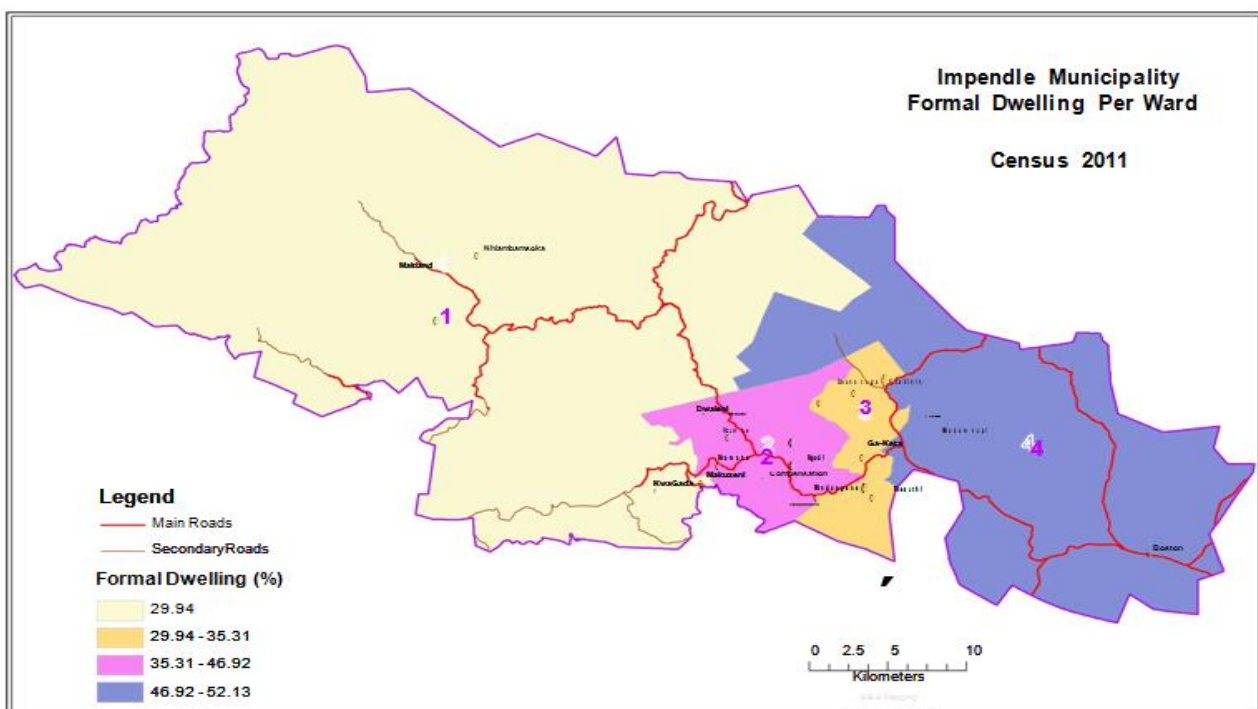


Figure 21: Impendle Municipality Formal Dwelling Per Ward

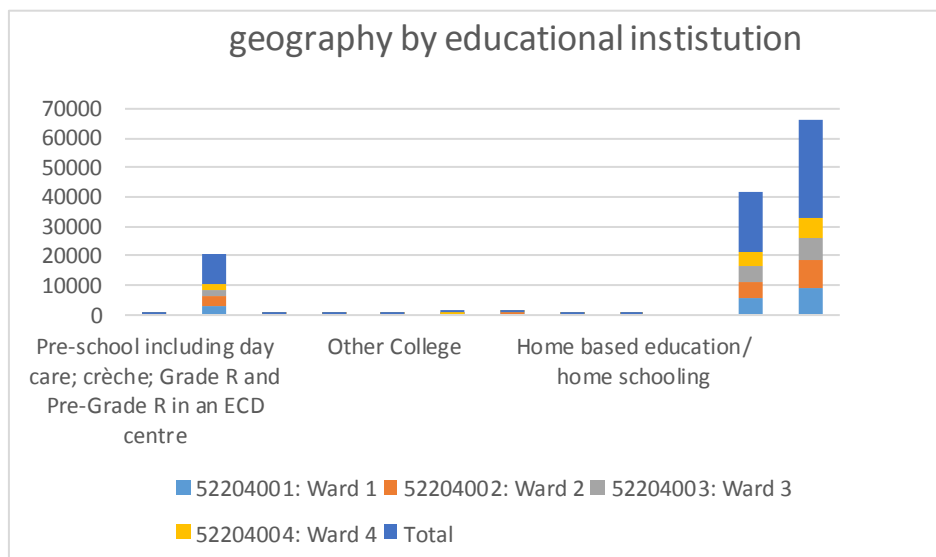


Figure 22: Impendle Geography by Educational Institution

The graph indicate that more than 60 000 of learners attend schools however 20 000 of these learners attend ordinary schools due rural nature of the municipality.

## 2.2.Key Findings (including Trends)

IMPENDLE POPULATION	Census 2001	CS 2007	Census2011	% CHANGE
Population	33569	39401	33105	-1.4%
Household	7343	7338	8203	11.7%
TYPE OF DWELLING	Census 2001	CS 2007	Census2011	% CHANGE
Formal	39.6%	13.0%	-	-26.6%
Informal	0.8%	0.8%	-	0.0%
ELECTRICITY	Census 2001	CS 2007	Census2011	% CHANGE
Lighting	61.1%	78.4%	83.6%	22.5%
Cooking	15.9%	24.3%	47%	31.1%
Heating	13.4%	11.4%	31%	17.6%
TOILET	Census 2001	CS 2007	Census2011	% CHANGE
Pit latrine	86.5%	69.9%	85.6%	-0.9%
Bucket Toilet System	2.3%	0.0%	0%	-2.3%
No toilet	2.4%	1.4%	14.4%	12.4%

REFUSE DISPOSAL	Census 2001	CS 2007	Census2011	% CHANGE
Removed by local authority / private company	2.5%	2.4%	4.8%	2.3%
No refuse disposal	4.5%	23.9%	93.4%	- %
WATER	Census 2001	CS 2007	Census2011	% CHANGE
Piped water inside dwelling	5.7%	18.3%	16%	10.3%
Piped water inside yard	52.1%	37.8%	37.7%	-14.4%
Piped (tap) water to community stand	18.9%	18.5%	20%	1.1%
Total piped water	76.7%	74.7%	73.7%	-3.0%

Source: Statistics South Africa 2001/2007/2011

Table 20: Impendle Municipality Key Findings (Including Trends)

### 2.3.RECOMMENDATIONS

It is recommended that the municipality with its status core ensure that all its war room is functional to inform IDP and service delivery plans. Since the LM is rural it is important to utilise and strengthen Indigenous knowledge systems to alleviate poverty.

The LM has the high fertility rate this may suggest teenage pregnancy; therefore the IDP should consider addressing social ills that affect young people.

## 3. Municipal Transformation & Organisational Development Analysis

### 3.1.Municipal Transformation

Impendle Local Municipality is one of the smallest municipalities in the province. The Municipality has developed an organogram which indicates the Municipal Departments and filled and vacant posts

#### The Challenge in terms of Staff and Filling of Vacant posts

	Budgeted Post	Male	Female
Corporate & Community Services	41	22	19
Financial Services	16	8	8
Infrastructure & Planning Services	21	19	2
Executive & Council	17	10	7
Total	95	59	36

Figure 21: Municipal Departments, filled and vacant posts

The municipality is unable to fund all positions in its Organogram some of which are critical. The inability fund critical new posts in the technical department has a direct impact on service delivery as well as proper maintenance of municipal assets

### 3.2.Organisational Development

#### 3.2.1. Institutional Arrangements

#### Leadership and the Organizational Structure

##### Leadership (Council)

The function of the council within the municipality is to govern and oversee the implementation thereof within Council. The portfolio committee is involved in the recommendations of operational matters and provides assurance to council that the vision, mission and objectives of council, as contained in the Integrated Development Plan, are being met. The Council functions are administered as follows:

Full council (consists of 7 Councillors) meetings are held once per month. The agenda and minutes are compiled by the Committee Officers and are circulated to each meeting. Council and Executive Committee meetings are usually attended by the Municipal Manager, Senior Officials (General Managers) and officials who may be required to give background and/or explanations in respect of certain matters on the agenda from time to time.

The strategic objective for the Council is to:

Ensure that the municipality fulfill its obligations in terms of Section 152 of the Constitution of the Republic of South Africa and that the Council is focused on ensuring that the municipality delivers the mandate in the most cost effective and sustainable manner.

### **Councillor Details**

<b>Total number of Councillors</b>	<b>7</b>
<b>Number of Councillors on the Executive Committee</b>	<b>No Exco</b>
<b>WARD DETAILS</b>	
<b>Total numbers of wards</b>	<b>4</b>
<b>Total Number of Ward Committee Meetings</b>	<b>Monthly</b>
<b>Public Ward meetings are held at various times during the year</b>	<b>Quarterly</b>
<b>NUMBER AND TYPE OF COUNCIL AND COMMITTEE MEETINGS</b>	
<b>Council</b>	<b>1 per month</b>
<b>Executive Committee</b>	<b>N/A</b>
<b>Corporate and Community Portfolio</b>	<b>Quarterly</b>
<b>Infrastructure and Planning Portfolio Committee</b>	<b>Quarterly</b>
<b>Finance Portfolio Committee</b>	<b>Quarterly</b>

*Figure 22: Councillor Details*

## **Organizational Structure**

The Municipal Organisational Structure consists of 3 Departments each headed by a Manager who reports directly to the Municipal Manager. Listed in this section are the functions that are performed by each programme within the organizational structure with outputs, performance measures and performance targets.

### **Office of the Municipal Manager**

#### **Overview**

The Municipal Manager is required to lead and direct the administration aspects of the Municipality and account to the Municipal Council so that economic growth and development is facilitated, poverty is alleviated, an effective service is delivered to stakeholders and the long term sustainability of the Municipality is ensured within the requirements of the relevant legislation.

Description of the activity

- To manage the municipality's administration in accordance with the Local Government: Municipal Systems Act and other legislation;
- To implement the municipality IDP, and to monitor the progress with the implementation of the plan;
- To manage the provisions of services to community, residents and rate payers in a sustainable manner;
- To control and manage the effective utilization and training of staff;
- To maintain discipline of staff;
- To promote sound Labour relations;
- To advise the structures and functionaries of the municipality;
- To manage the communication between the municipality's administration and its structures and functions;
- To carry out the decisions of the structures and functions of the municipality;
- To administer and implement the municipality's By- Laws and other legislation;
- To implement national and provincial legislation applicable to the municipality; and
- To ensure monitoring and evaluation of risk management.

### **Analysis of the function**

The Office of the Municipal Manager that co-ordinates the strategic direction and ensures poverty alleviation and facilitation of sustainability. This office leads, directs and manage top management in performance of duties to meet council objectives. It strategically controls the utilization of council resources in pursuit of an economic, effective and cost efficient service delivery. Adherence to legislation in relation to Employment Equity and the oversight of the Mayor and Municipal Manager are the prime responsibilities of this office. So is bearing responsibility for all income and Council expenditure as well as assets and discharge of liabilities.

## **Internal Audit**

### **Good Governance**

- Internal Audit Charter was reviewed, updated and adopted;
- Internal Audit Committee Charter was reviewed, updated and adopted;
- Fraud Prevention Plan was reviewed, updated and communicated to relevant officials;
- Whistle Blowers Policy was developed and communicated to relevant officials; and
- Protected Disclosures Act was communicated to relevant officials.

### **Risk Management and Risk Assessment**

- Risk Management monitoring was performed bi-annually and reported to Management and the Audit Committee; and
- Risk Assessment was performed for all operational processes on a quarterly basis and reported to Management and the Audit Committee.

### **Audit Plans**

- A risk based Three Year Strategic Internal Audit Rolling Plan was developed and communicated to Management and the Audit Committee;
- A risk based Annual Strategic Internal Audit Rolling Plan was developed, communicated to Management and the Audit Committee and was also implemented; and
- Risk based Strategic Internal Audit Plans were reviewed on a quarterly basis updated where necessary and communicated to Management and the Audit Committee.

- **Integrated Development Planning**

IDP Format:

- i. Impendle is very technical in nature;
- ii. focused on the controlled use of land through various legal mechanisms; predominantly sector based;
- iii. inflexible and of a blue print nature;
- iv. indifferent regarding environmental sustainability;
- v. concerned with physical/infrastructural development by the public sector; and
- vi. Inadequate in terms of facilitating private sector development.

During the early 1990s various negotiating forums came up with the idea of integrated development planning as a reaction to this outdated way of planning.

By 1995 “Integrated Development Planning” had emerged as a distinct approach to planning and was the basis of the RDP.

The approach was developed further in a number of policy documents (the White Paper on Local Government and the Green Paper of Development Planning) and was given legal substance in laws such as the Development Facilitation Act 1995; the Local Government Transition Act Second Amendment Act, 1996; the Municipal Structures Act, 1999; and the Municipal Systems Act, 2000.

### **Integrated Development Planning**

Integrated Development Planning is a process through which municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the process.

The IDP is the principle strategic planning document which guides all planning, budgeting, management and decision-making in a municipality.

Integrated Development Planning is therefore one of the key tools for local government to fulfill its new developmental role.

## **Finance Department**

### **Overview**

The finance department provides financial support and guidance to all other directorates within the municipality on financial related matters. The department is broken down into the following components in order to fulfil its obligations to its internal structures and communities.

- Budget and Treasury Office;
- Expenditure Section;
- Billing Section;
- Credit Control and Revenue Management Section; and
- Supply Chain Management Section

### **Budget and treasury office is responsible for the following functions**

- Manage all accounting activities
- Manage the budget process

- Manage the annual financial statements
- Debt management (Loans)
- Financial management
- Preparation of the annual budgets
- Preparation of the annual financial statements
- Reporting on the budget and monitoring thereof
- Implementation of the MFMA
- Financial accounting
- Revenue management
- Expenditure management
- Policies and by laws
- Tariff charges, levies and rates
- Reporting

### **Expenditure Section**

This section is responsible for the full expenditure management function, which includes the following:

- Payment of creditors;
- Payment of salaries wages and allowances;
- Asset register maintenance;
- Grant administration and reporting;
- Vat; and
- Insurance administration.

### **Credit Control and Revenue Protection Section**

This section is responsible for protecting Councils revenue streams and ensuring that bad debt is maintained at a minimum level. In order to accomplish this challenging task, this section is responsible for the following activities.

- Collection of all outstanding monies owing to Council;
- Disconnection and reconnection of services for non-payment;
- Concluding acknowledgement of debt agreement with consumers;
- Maintenance of the Geo Reality Debt Collection system;
- Preparing final demands and summons in favour of Council;
- Taking legal action for the recovery of outstanding debt; and
- Regular reporting with regards to outstanding debt.

### **Supply Chain Management Section**

The Supply Chain unit is responsible for the procurement of goods and services in terms of the Supply Chain Management Policy and Regulations. The section is responsible for the following key functions:

- Maintenance of a suppliers database;
- Reporting on all matters relating to supply chain management;
- Demand, acquisition and disposal management;
- Price quotations, competitive bidding and tender documents;
- Providing support to the bid specification, evaluation and adjudication committees;
- Petty cash management; and

- Issue of requisitions and orders.

## **Corporate Services Department**

### **Overview**

- Administration
- Human Resource Management
- Labour Relations Management
- Employee Assistance Programme

### **Description of the Activity**

- To provide overall municipal legal service;
- To manage Capital and Operational budgets;
- To manage municipal property and estates services;
- To manage all municipal fleet service;
- To implement the Batho Pele principles;
- To provide for proper communication facilities.

### **Administration**

The administration section provides administrative support and guidance to all other sections within the municipality. It is thus entrusted with the following functions:

### **Registry and Archives**

In order to continuously manage effectively and efficiently the municipality recognizes information and records as the most important resources. Through a comprehensive Records Management Policy and Systems which has been developed and implemented, the service delivery by the municipality has improved. Most crucially, both internal and external communication channels have improved through the services of a messenger.

### **Proper utilization and maintenance of municipal facilities**

The municipality utilizes and continuously permits the public to utilize some of its facilities which then require cleaning and maintenance. These facilities include:

- Municipal Offices;
- Public Toilets;
- Public Libraries;
- Public Halls;
- Municipal Housing

These properties are cleaned and well-maintained on a regular basis, so as to promote health and safety of the employees and the customers. A Facility Hire Policy has been developed, so as to regulate the use of the public facilities by members of the public and to control access thereto.

### **Labour Relations Management**

To manage municipal labour relations between the employer and the employees for the purpose of providing effective and efficient services within the municipal area of jurisdiction, which encompasses the following?

- To promote mutual respect between employer and employees;
- To ensure that management and the employees share a common understanding of misconduct and discipline;
- Application of discipline in a prompt, fair, consistent and progressive manner;
- Prevent arbitrary actions by both management and labour organisations towards one another;
- Provide employer and employees with a quick and easy reference for the application of discipline;
- Ensuring that discipline is a corrective measure by conducting fair hearing in a formal or informal setting;
- Promote effective and efficient mechanisms to resolve grievances;
- Manage strikes to ensure that essential services are not interrupted during industrial actions;
- Co-ordination of consultative meetings with management and organised labour;
- Encourage employer and Organised Labour to collectively bargain and comply with collective agreements;
- Familiarise employees with municipality's conditions of service (induction);
- Ensure that each and every employee has a job description as prescribed by the Basic Conditions of Employment Act 75 of 1997;
- Design Labour Relations related policies for the purpose of controlling and monitoring.

### **Analysis of the function**

One of the key functions of the Labour Relations Section is to conduct induction programmes to new and old employees within the municipality. Induction is an important tool to be used in a planned way to assist new employees to adapt to their job, their fellow employees and the organization as a whole. It also helps them to be productive, and feel welcomed. The relationship between the employer and the employees is based on the terms and conditions of employment contract. It is vitally important that employees are also made aware of the provisions of Health and Safety related legislations.

### **Employee Wellness**

The employee wellness is an integrated programme that is aimed at addressing the needs of employees, be it physical, spiritual, social and emotional. It includes Employee Assistance, Occupational Health and Safety, as well as HIV/Aids Management in the Workplace.

### **Health Promotion**

Through this programme, employees with personal and work related problems receive counselling. Those with specific problems which require external expertise are referred to external service providers like social workers and psychologists. We currently also provide information regarding various topics and life skills in the form of brochures and newsletters. These are designed internally and distributed on a monthly basis, covering more than one topic per month.

### **Occupational Health and Safety**

The Safety representatives that have been trained in Health and Safety as well as in First Aid, together with the EAP Manager, are scheduled to meet on a monthly basis to discuss Safety issues in their work places. They also undertake site visits in areas which require more attention. The E.A.P. Manager also makes sure that employees who need to attend medical examinations are sent for such in due course.

## **HIV/AIDS Programme**

A Strategic Framework to deal with the prevalence of HIV/AIDS in the Workplace has been developed through the information that was acquired from the HIV/AIDS Prevalence survey which was conducted. This Section is currently developing the implementation procedure with the assistance of New Start Clinic. HIV/AIDS also receives much attention on our monthly publications which we have called “Your Health is Your Wealth”.

## **Community Services Department**

### **Library/Sports/Taxi Ranks/Thusong Service Center/Cemeteries**

#### **Overview of Library**

- Centers of information
- To create a quiet resource center for the promotion of reading, literacy and information.
- Provide the public, with reading material, visual aids and audio materials as required i.e. CD’s, DVD’s, videos, fiction and non-fiction books.

#### **Description of the activity**

##### **Librarians**

- In charge of the overall performance of staff, efficiency in public provision and upkeep of the library.

##### **Assistant Librarians**

- To assist the librarians with additional tasks e.g. photocopies, telephone enquiries, filing, counter work, etc.

##### **Cleaners**

- To keep the library clean and presentable for our patrons.

##### **Relief Staff**

- To fill in on additional work needed or to serve as relief when a librarian or assistant librarian is off-sick. Or on annual leave.

##### **Student Filers**

- To assist on a Saturday with filing of books and counter work.

#### **Wellbeing of the Community:-**

The provision of free access to library materials over a certain duration of time.

- No payment is required for the borrowing of materials, except for the fines on the late returns and lost library materials.

#### **Upliftment of education**

- The library provides a service that covers information on all aspects in life e.g. languages, computers, politics, cooking, gardening, etc. It also promotes literacy and reading to the community.

#### **Book Exchange**

- The constant circulation of materials in the Midlands area enables the libraries to provide the public with new reading material on a regular basis.

#### **Special Requests**

- An opportunity for readers to select materials, that is not available at our libraries, from the Regional Library.

### Activities

- Attracts new members and encourages regularity in readers e.g. Library Week – promotes literacy. We also hand out free toys, coloring in competitions, DVDs, etc all provided by our Central Ref. Library
- Video Sessions – helps students with their assignments and provides an activity for our Preschoolers.
- Displays - encourages new interests in our members and sets out reading materials on the topics e.g. Valentine’s Day, Christmas Day, Library Week, Human Rights Day, etc.

These services extend from Hilton to Nottingham Road and cover the whole of the Impendle Municipal Area.

- Encourage adult literacy
- Increase membership figures
- To promote library services to our schools and other social groups e.g. HADCA, Women’s Groups, etc.
- To promote and enhance the image of the Impendle Municipality.

The strategic objectives of this function are to constitute a free, consistent and efficient service to everyone in the Impendle Municipal Area.

### Analysis of the function

- The function of the Community Services Department of the Impendle Municipality is to manage the preparation and implementation of Law Enforcement Strategy, of Community Facilities within the municipality, provision of housing to all communities within the municipality, a Home Ownership Education programme, general administration, Community Health services, Environmental Health services and Museum services.

## Local Economic Development

### Overview

The purpose of economic development and growth is to build up the economic capacity of Impendle Municipality to improve its economic future and the quality of life for all its citizens. In order to achieve the aforesaid, the Department of Economic Development and Growth is entrusted with the implementation of the following programmes:

- Investment Promotion & Marketing
- Local Business Support & SMME Development
- Tourism Development & Events Management.
- Agricultural Development

### Description of the Activity

#### Investment Promotion and Marketing

The Section is continuously exploring ways to increase inward investment in skills and technology, property and sustainable development. As Local Economic Development, we continuously promote ongoing investment and development through the provision of services at affordable, competitive prices, efficient service and a safe and secure environment. Business permissions are tailored to the needs of the changing economy. Investment promotion is through the following:

- Ongoing identification of Greenfield development areas for investors;
- The maintenance of existing infrastructure;
- Effective information dissemination;
- Immediate service to potential investors and developers with respect to business permissions;

- Reliability and accessibility of existing services; and
- Development of effective 'one-stop information shops' as part of "Customer Care Centre" concept.

## Local Business Support and SMME Development

As the Department we are entrusted with supporting local businesses by ensuring that local economies are robust and inclusive. We do this through the fostering of public private partnership (PPP). Thus Impendle Economic Development Forum was established. By this we are ensuring that economic growth is sustainable, because we allow participation of all sectors through representation. We exist to actively promote broad-based transformation of the local economy by instituting a range of measures, including the following:

- Ensuring that Impendle Municipality's procurement policy have a preferential bias towards local businesses achieving the BEE codes and practices, labour intensity in methods and a percentage target for start-up business and co-operatives;
- Ensuring that business development conducted in the local economy through Business Linkage Centers and agencies is encouraged, promoted and monitored;
- Assessing Industry clusters to ensure that competitiveness and business channels are in place, thereby ensuring the link between big and small businesses;
- Constantly assessing and supporting the Informal Sector of the economy through skills development, facilities, special charges to enter into the formal economy;
- Development of the Impendle Broad-Based Black Economic Empowerment Strategy;
- Constantly reviewing Bylaws to ensure that the regulations fit in with the demands of a changing economy;
- The building of local development capital will be monitored and harnessed as inward investments where possible; and
- Promoting the training, assistance, monitoring and mentoring of emerging entrepreneurs.

## Tourism Development & Events Management

The Department strives to facilitate the promotion of the economy, creation of jobs and safe and secure environment, by establishing a tourism destination that is domestically and internationally competitive.

Developmentally there is a definite focus on the creation of tourist routes and facilities in the previously disadvantaged areas. A number of other tourist routes (like retail, arts/crafts and music are also promoted. The Department is promoting and lobbying the establishment of a regional tourism association.

## Challenges

Access to land for emerging farmers is a major issue and there have been no land reform farms in Impendle that have been successfully transferred to date. This has serious implications for any proposed agricultural production and value adding enterprise targeting emerging farmers in the Municipality.

**NOTE:** The role of Impendle Municipality is to create the enabling environment in which local economic development can occur. The Department therefore has a role to play in investigating economic development opportunities further.

## Infrastructure & Planning Services

### Overview

All activities associated with provision of housing

- Continuous management, coordination and facilitation of all Municipality's Housing development projects within Impendle Municipality.
- Construction of houses for the approved beneficiaries
- Water supply / provision individual homes especially in areas that have benefited through Low Income Housing Project, funded by the Department of Housing (DOH) and homes transferred to certain people through the Government Discount Benefit Scheme.

### Description of the activity

- The municipality has a mandate to lead and direct the housing function so that the strategic objectives of the municipality in relation to housing are achieved.
- The establishment of an inclusive, representative and accountable development structures within communities.
- Identification of other primary actors with whom the community should relate for the purposes of successful development.
- Certification of potential housing beneficiaries.
- Facilitation of the sales administration process.
- Signing of building agreements by beneficiaries.
- Appointment of Project Manager(s) by the Developer.
- Appointment of Contractor(s) to undertake the actual construction of houses.
- Capacitating and empowerment of locally based contractors to participate in the construction of houses as sub-contractors.
- Employment of unskilled local people to assist skilled labourers during the construction phase.
- The Municipality has a mandate to lead and direct to the housing functions so that the Strategic Objectives of the Municipality in relation to housing are achieved.

### Analysis of the function

The Strategic Objectives of this function are to:

- Reduce the population living in informal structures
- To ensure access to formal housing opportunities.

### Overview

National, Provincial and Local initiatives in conjunction with the private sector involvement have resulted in tremendous development in both the rural and urban nodes within the municipality which is in line with the Council's IDP under review and Spatial Development Framework.

The Department is involved in a number of actions which include inter alia the following:

### Land Use Development

The Planning and Development Act 6 Of 2008 (PDA) states that Municipalities must develop Land Use Management System (LUMS) for the whole area of Municipal jurisdiction. The LUMS must be developed in five year after the promulgation of the Act. The PDA is based on The DFA Chapter 1 principles which are a set of interrelated intentions (desirable directions) to guide land planning and development in South Africa. They are necessary to entrench a more equitable and developmental planning system for the country. The principles apply to all forms of planning which affect land development including:

- spatial planning and policy formulation
- the planning of whole settlements as well as parts or elements of settlements
- the decisions of all public authorities affecting land development under any law, including those of traditional leaders acting under customary law
- All legislation, including all land control systems and instruments affecting the development of land.

The principles are also binding on all future actions of legislatures at national, provincial and local government levels. This means all laws, regulations and by-laws which are passed or changed must conform to the principles.

There is a strong commitment to social justice in the DFA. While the principles apply to all land development initiatives, their specific purpose is to speed up and improve reconstruction and development programmes and projects. In this way they are specifically intended to improve the living conditions of the poorest and historically most disadvantaged members of society.

The Impendle Municipality has over the year under review been party to and processed some 11 applications lodged in terms of the Development Facilitation Act.

## **Land Use Management**

A land use management system, in its broader sense, refers to all of the actions required by a municipality to manage land. Some of the key elements of a comprehensive land use management system would be as follows:

- Spatial Development Framework;
- Land Use Management Framework and Planning Schemes;
- Rates database;
- Cadastral and property database;
- Information regarding the provision of services;
- Property ownership and tenure;
- Environmental issues and requirements, and
- Transportation requirements.

## **Environmental Management**

In terms of the C-Plan and MINSET assessments undertaken by KZNCS, Impendle contains extensive areas of conservation significance.

These assessments are at a very broad level, and a more detailed assessment has been undertaken at a local level taking current land use and slope into account. This forms part of the local Strategic Environmental Assessment (SEA), and Environmental Management Plan (EMP). The plan of environmental priority forms an integral part of the Impendle SDF and is used to assess development applications.

## **Building\elelevation control**

The Building Control Section is solely responsible for building and elevation control and signage within the Impendle Municipality.

## **Infrastructure Development**

### **Overview**

The Technical Services department of the Impendle Municipality is responsible for the day to day maintenance and development of the municipality in the areas of refuse collection, roads, storm water maintenance, traffic engineering, water & sanitation, parks, gardens, environment, mechanical workshops, electricity services, GIS support, administrative support.

### **Description of the activity**

The attached report is a brief synopsis of our achievements this year and our plans moving into the future.

### Operating and Maintenance Report

The repairs and maintenance budget rose to 6.3% of the total budget which is bringing us to a level which is considered progressive in terms of maintaining our infrastructure. Moving forward our goal is to reach a target of 10% over the next three years for repairs and maintenance.

This is a tremendous improvement from 3.4% in 2001/2002. A level of 3.4% of the budget to repairs and maintenance and the contributions prior to 2001/2002 were totally inadequate which resulted in infrastructure being neglected. We have however improved dramatically with regards to making inroads into these maintenance backlogs.

### Human Settlement

This office facilitates and monitors all grant funded housing development projects are currently happening in the Municipality. The Village Housing Development will be provided with individually metered potable water connections with full flush toilets, 20amp, prepaid electricity connections and all weather gravel roads. Furthermore, planned housing project property sizes may not be less the 350m<sup>2</sup>.

The rural housing development is rolled out in phases wherein about 2000 housing units are developed in each phase. Phased two will be finalized by the end of 2013/14 financial year.

#### The Technical Services consist of the following Sections:-

Engineering Services, Refuse Removal, Roads and Storm water New Works, Repairs and Maintenance, Mechanical Works, Repairs and Maintenance, Plant and Equipment, Parks, Gardens and Environment, Fleet Management, General Administration and Cemeteries

#### 3.2.2. Powers & Functions

##### a) Environmental Health Cluster Of Functions ("environmental health cluster")

The following functions have been included within this cluster for analysis purposes:

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
• Air pollution	Impendle Municipality	Y, UMDM	Office of The Municipal Manager
• Child care facilities	Impendle Municipality	Y	Office of The Municipal Manager
• Control of public nuisances	Impendle Municipality	Y	Office of The Municipal Manager
• Control of undertakings that sell liquor to the public	Impendle Municipality		Office of The Municipal Manager
• Facilities for the accommodation, care and burial of animals	Impendle Municipality		Office of The Municipal Manager
• Licensing and control of undertakings that sell food to the public	Impendle Municipality		Planning
• Licensing of dogs	N/A		Not Performed

• <b>Markets</b>	Impendle Municipality		<b>Corporate Services</b>
• <b>Municipal abattoirs</b>	N/A		
• <b>Noise pollution</b>	N/A		
• <b>Pounds</b>	Umngeni LM		

Table 23: Environmental Health Cluster Functions

**b) Municipal Planning And Related Functions Cluster (“planning cluster”)**

The following functions have been clustered for assessment purposes:

<b>Function</b>	<b>Responsible Entity (District / Local Municipality / Sector Department)</b>	<b>Shared Function (Y/N)</b>	<b>If an Impendle Municipality function: Responsible Department</b>
• <b>Building regulations</b>	Impendle Municipality	Y, UMDM	<b>Office of The Municipal Manager</b>
• <b>Municipal planning</b>	Impendle Municipality		<b>Office of The Municipal Manager</b>
• <b>Trading regulations</b>	Impendle Municipality		<b>Municipal Planning</b>
• <b>Local tourism</b>	Impendle Municipality		
• <b>Billboards</b>	Impendle Municipality		
• <b>Street trading</b>	<b>Impendle Municipality</b>		

Table 24: Planning Cluster Functions

**c) Cluster of Transport Related Functions (“transport cluster”)**

The following functions have been clustered for assessment purposes:

<b>Function</b>	<b>Responsible Entity (District / Local Municipality / Sector Department)</b>	<b>Shared Function (Y/N)</b>	<b>If an Impendle Municipality function: Responsible Department</b>
• <b>Municipal airport</b>	No Airport	Y, UMDM	<b>Office of The Municipal Manager</b>
• <b>Public transport</b>	Municipality is not running Public Transport	Taxi Association	<b>Office of The Municipal Manager</b>
• <b>Pontoons, ferries and jetties</b>	N/A		<b>N/A</b>
• <b>Fences and fencing</b>	Responsible for refuse site and cemetery		<b>Infrastructure</b>
• <b>Traffic and parking</b>	<b>Motor Licencing</b>		<b>MLB</b>

Table 25: Transport Cluster Functions

**d) Cluster of Social Services Related Functions (“Social services functions”)**

The following functions have been clustered for assessment purposes:

*Social Services Cluster Functions*

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
• Cemeteries, funeral parlours and crematoria	Impendle Municipality	Y, UMDM	Infrastructure
• Beaches and amusement facilities	N/A		N/A
• Local amenities	Impendle Municipality		Taxi Rank Public toilets
• Local sport facilities	Impendle Municipality	<u>Y, UMDM</u>	CS
• Municipal parks and recreation	Impendle Municipality		Infrastructure
• Public places	Impendle Municipality		Infrastructure and Planning
• HIV/AIDS	Impendle Municipality	Y, UMDM Health	Executive
• Human Rights – Youth, Disabled, Elderly and Children	Impendle Municipality	N	Executive
• Ward Committee Administration	Impendle Municipality	N	Executive

Table 26: Social Services Cluster Functions

#### e) Cluster of Basic Service Delivery and Infrastructure Development Related Functions

The following functions have been clustered for assessment purposes:

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
• Municipal Roads	Impendle Municipality	N	Infrastructure
• Storm Water Management in Buildup areas	N/A	N	Infrastructure
• Refuse Removal and Solid Waste Removal	Impendle Municipality	N	Infrastructure
• Free basic Energy and Electrification	Impendle Municipality	<u>N</u>	Infrastructure and Finance

Table 27: Infrastructural Services Cluster Functions

### 3.2.3. Organisational Structure / Organogram

#### Organisational Structure / Organogram of Impendle Local Municipality

Impendle Local Municipality is one of the smallest municipalities in the province. The Municipality has developed an organogram which indicates the Municipal Departments and filled and vacant posts. The municipal structure inclusive of functions per division is shown in the figure below.

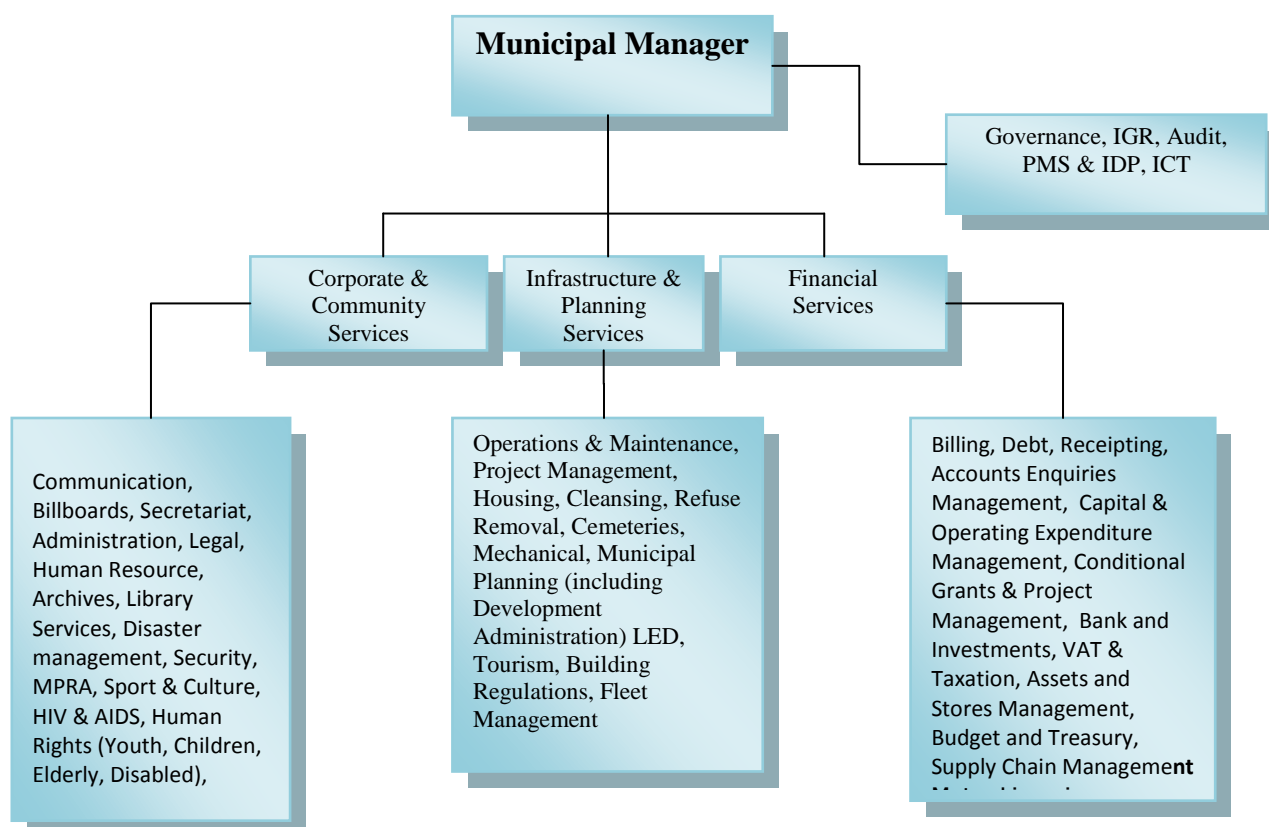


Figure 24: Organisational Structure / Organogram

### 3.2.4. Municipal Institutional Capacity & Status of Critical Posts

All section 57 positions are filled

### 3.2.5. Human Resource Development

#### 3.2.5.1. Administration Strategy

The current positive changes that have been achieved in the administration section are as a result of the implementation of the Administration Strategy which was developed early last year. Among other areas elaborated in the strategy are; the Service Delivery Charter and the Complaints Management System. Suggestion boxes have been placed in all the sections in a place where our customers can easily make use of. Through it the municipality will now be in a position to achieve more customer satisfaction and in that way adhere to the Batho Pele Principles.

#### 3.2.5.2. Human Resource Management

- Strategically manage the Municipal Human Capital of the entire organization of Impendle Municipality focusing on the following aspects:
- Restructuring the Organization in terms of the needs and challenges of Impendle Municipality within its changing Integrated Development Plan.
- Managing and monitoring the Labour Turnover of the Municipality
- Recruitment and Selection of staff, and retaining the existing staff.

- Human Resources Development which impacts on Quality Service Delivery and Integrated Development Plan, and the Development of a Workplace Skills Plan and implementation thereof.
- Study Assistance Programmes, and offering in-service training to aspiring trainees who have completed tertiary levels of education.
- Policy Development and Implementation
- Implementation and Monitoring Performance Management systems for improved Service Delivery.

### **3.2.5.3. Key Policies**

#### **Amended Supply Chain Management Policy**

The ILM has established a Supply Chain Unit in line with the internal Supply Chain Management (SCM) Policy. The division is headed by Senior Accountant, who reports to the Chief Financial Officer.

The calling for tenders to secure supplies of goods and services is an integral part of SCM, as legislation compels public institutions to procure goods and services through this process. A thorough knowledge of the different phases of the tendering process and the accompanying procedures is therefore necessary to ensure that public officials procure goods and services timely and according to their requirements.

In line with the Municipal Finance Management Act (MFMA), the Accounting Officer has approved the Bid Committees. The Municipality ensures that the tender process is fair, transparent, equitable and cost effective.

#### **Overview of Supply Chain Management (SCM)**

The Amendment Supply Chain Management Policy for the year 2014/2015 was reviewed and adopted by Council in May 2014 and implemented immediately thereafter. The main change made to the policy was to include the clause requiring that Provincial Treasury can be part of the process in the core of objectives.

The SCM unit staff complement is currently at three which is SCM Accountant and two SCM Practitioners, with two vacant post, SCM Accountant and SCM Practitioners. Items of the MFMA SCM regulations the SCM policy of the municipality must provide for a system of demand, acquisition, logistics, disposal, risk and performance management, and our policy does provide for it. The following is a brief overview of the processes that have been established and implemented within our SCM system:

##### **Demand Management**

The procurement Plan defines the Supply Chain Management needs of the organization, aligned to the municipality's IDP and Departmental SDBIP. The plan is for a minimum of one year but aligned to the IDP three year period, this is especially critical in the case of capital projects requiring the issuing of bids for multiyear projects. As well as in order to obtain cost savings through longer term goods and service contracts (limited to three- year period in terms of the MFMA). The main objective of the plan is to assist the service deliver business units to achieve their service delivery mandates and to meet their service delivery requirements without any SCM processes delays and this forms the integral component of the entire process to ensure effectiveness efficient and economical SCM processes.

For 2014/2015 financial year the implementation of the procurement plan will be improved as the procurement process has already started in April 2014 for some of the grant funded projects

Delays in the projects for Lotheni the municipality had to obtain provision to use the money from National Treasury in terms of regulation 12. The Municipality keeps the register of contract and monitors them.

##### **Disposal Management**

The municipality assessed and identify that needs to be disposed of the task to disposed was deferred to next Financial Year.

## Risk Management Policy

Impendle regards risk management as an important function that contributes to the achievement of the municipality's objective and provides assurance that key risks are being identified and assessed; and effective controls are put in place to mitigate risks. To this end, Impendle has adopted a Risk Management Strategy as a tool to assist the municipality to proactively identify any uncertainties that could prevent it from achieving its objectives or that could impact negatively on the desired level of service delivery. The Risk Management Strategy is supported by the Risk Management Policy, the document that set the stance of the municipality with regards to risk management.

To build capacity around risk management, the Municipality had requested the services of the Personnel from the National Treasury to assist the Municipality to deal with issues of risk management in compliance with the provisions of the MFMA.

## Indigent Policy

### Policy Objectives

Because of the level of unemployment and subsequent poverty within the Impendle Local Municipal area, there are households which are unable to pay for normal municipal services.

The municipality therefore has adopted this Indigency Management Policy to ensure that these households have access to at least basic municipal services, and is guided in the formulation of this policy by the national government's policy in this regard.

### Criteria for Qualification

Households where verified total gross monthly income of all occupants over 18 years of age does not exceed R2 600, or such other amount as the Council may from time to time determine, qualify for a subsidy on property Rates and Service charges for Refuse Removal, and will additionally receive and 100 kWh of electricity per month free of charge. These services will be paid for by the Impendle Local Municipality to the service provider, UMGungundlovu District Municipality and Eskom.

Only households where the accountholder or property owner has registered as indigent in terms of the municipality's annual registration programme, and whose registration has been accepted and entered into the register of indigents shall qualify for the above concessions.

For a household to qualify for subsidies or rebates on the major service charges (see part 4 below), the registered indigent must be the **full-time** occupant of the property concerned, and if not also the owner of the property concerned, may **not** own any other property, whether in or out of the municipal area.

For a household to qualify for a rebate on rates, the registered indigent must be both the owner and fulltime occupant of the property concerned, and may not own any other property, whether in or out of the municipal area.

Indigency relief shall apply for a period not extending beyond the financial year in which the particular household is registered as indigent. Registration must be renewed in each registration programme if relief is to continue.

To register as an indigent, the relevant property owner or accountholder must personally complete and sign the registration form provided by the municipality for this purpose, and furnish such further documentation as the municipality specifies.

The Municipal Manager, or any other municipal official authorised, will provide assistance to persons who cannot read or write, at such times and places as are specified in the notices published to indicate that the registration programme is to take place. Registration will take place on dates and at times and places determined by the council, but shall generally be undertaken during **January** and/or **February** each year.

## Financial restraints

Indigency subsidy will be applied in accordance with this policy subject to the availability of Council funds from time to time.

### **Application of the Policy**

The subsidies on rates and the specified service charges will be determined as part of each annual budget and in terms of the municipality's policies on property rates and tariffs.

In *respect of water*, a 100% subsidy up to 6 kl per household per month will apply; however, if consumption exceeds 6 kl per metering period (month) the consumer will be charged at normal tariffs for actual consumption on the quantity exceeding 6 kl.

In *respect of electricity*, a 100% subsidy up to 50 kWh per household per month will apply; however, if consumption exceeds 100 kWh per metering period (month), the consumer will be charged at normal tariffs for actual consumption on the quantity exceeding 50 kWh.

In *respect of sewerage charges* and charges for household refuse removal, the relief granted shall not be less than a rebate of 50% on the monthly amount billed for the service concerned.

In *respect of property rates*, the rebate shall be 100% of the rates based on the rateable value.

### **Registration as Indigent**

A debtor should make application for indigent benefits at the nearest municipal office on a prescribed application form.

Indigent debtors must re-apply every 12 months in order for the Council to determine whether or not their financial circumstances have changed. Failure to comply with this requirement will result in debtor's Indigent status being revoked and standardized tariffs and/or charges being reinstated.

### **Employment Equity Policy**

The Employment Equity Act No. 55 of 1998 requires the Impendle Municipality to prepare an Employment Equity Plan.

This Employment Equity Plan has been prepared in terms of the requirements set out in section 20 (1) of the Act. The Employment Equity Plan covers a 5 year period, namely from 2011/12 to 2016/17.

The Municipality will report on progress each year as prescribed by the Act and will review and update the Plan as required.

It is important that the Employment Equity Plan reflects the shared vision for the Municipality.

The Municipality has an established Local Labour Forum which is party to this plan.

The Local Labour Forum comprises representatives of the Council as well as trade unions.

The LLF will assist the Municipal Manager and the Council in monitoring progress on the implementation of the Plan.

#### **3.2.6. SWOT Analysis**

<b>Key challenge</b>	<b>Lack of sufficient institutional capacity within the Impendle Municipality</b>
<b>Description</b>	<p>The Impendle LM is unable to attract scarce skill and has a high turnover of staff leaving the Municipality for greener pastures.</p> <p>The municipal created posts for Tourism Officer and an Environmental Officer cannot be funded.</p> <p>One of the Powers and Functions of the Municipality is to facilitate and assist local economic development. Further, many opportunities for economic development is available within the Municipality,</p>

	<p>particularly in the tourism and agricultural sectors.</p> <p>The Municipal area is also blessed with rich environmental biodiversity, ranging from unique ecosystems along its Mountains, its rivers and its rock art features. These areas also offer unique opportunities for further tourism development.</p>
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Table 26: SWOT Analysis

## 4. Service Delivery & Infrastructure Analysis

### 4.1. Roads and Storm Water

The Municipality clearly sees the improvement of the road network as a priority. Only 16kms of its road network is tarred and.

Impendle has approximately 1 500 kms of road of which only 16 kms is all weather tarred road. Majority of roads are very bad, dusty and impassable in wet weather. The poor roads place limitations on investment and the ability for small businesses to afford transportation of inputs and products. Investments in grading and upgrading are lost each summer with the rains. Resources are needed to upgrade roads to all-weather.

The main or primary roads are:

- P 127-1 and P130): ring road from Boston to Impendle and then to Howick via Dargle – this is a tarred road which bypasses Impendle town
- P127-1: road from Impendle to Stoffelton (D363 & D1357) and then to Stepmore and Underberg (P27-2) – gravel roads
- P27-2: road parallel to the Drakensberg from Nottingham Road to Underberg – gravel
- P132: Boston to Dargle route and the Lower Lotheni to Lotheni Nature Reserve route (P277) – gravel roads which link communities to services and recreation
- P252, 12 7-2 to Impendle (secondary corridor linking Sisonke to Impendle)

A critical link which needs special attention are:

- Nzinga to Lower Lotheni, either via Nottingham Road or via Stoffelton – treacherous in wet weather with the latter requiring a drift over the Mkhomazi

According to the Department of Transport (KZN) there is a total of 398.93km of declared road network in Impendle which is detailed as follows:

- 35.59 km blacktop
- 211km gravel
- 22.14 gravel local road
- 130.20 km A roads

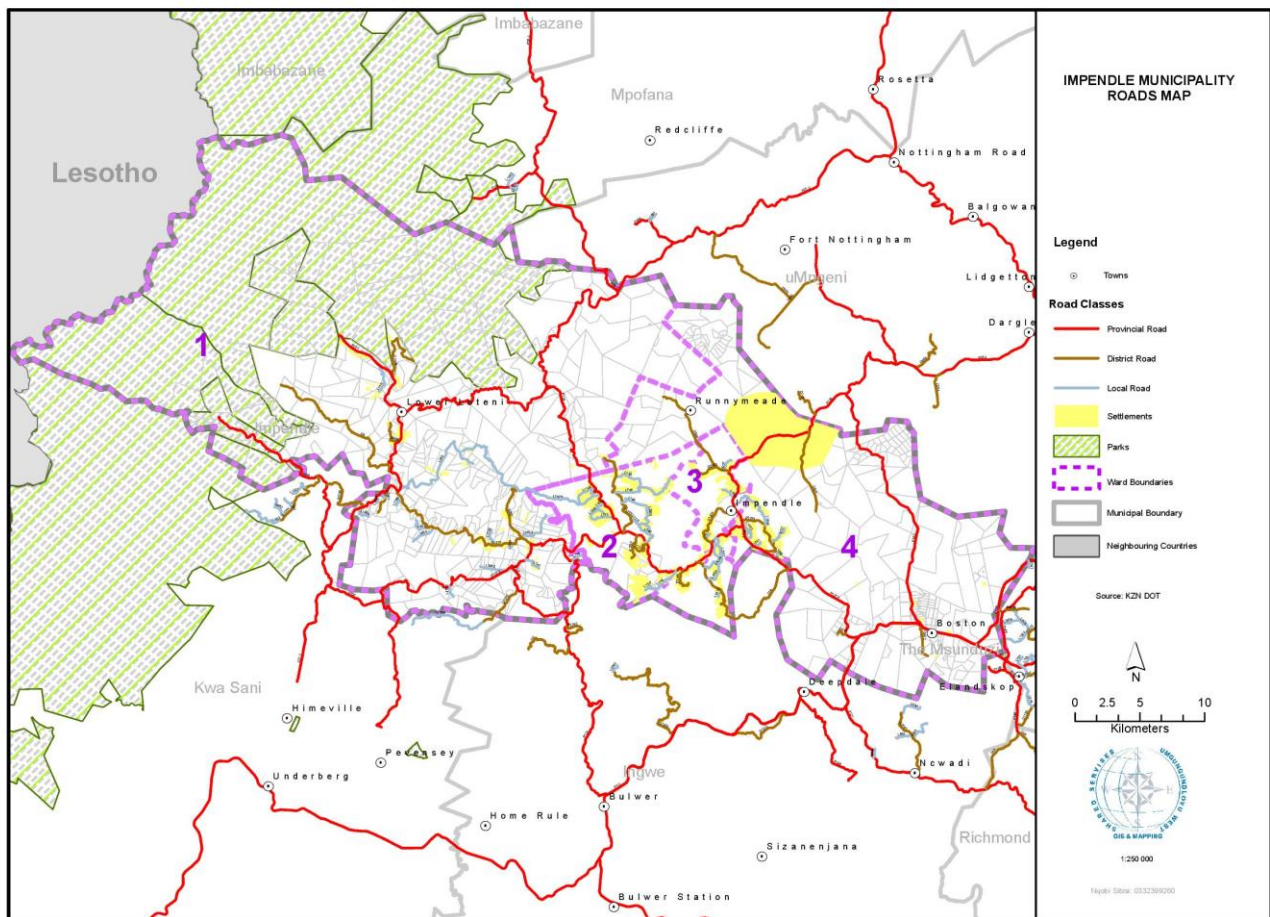


Figure 25: Impendle Municipality Road Map

The Municipality is having only one public transport mode which is Mini-buses (Taxis), currently the Municipality is renovating the Taxi Rank. The municipality has the Memorandum of Agreement with the Impendle Taxi Association which allows working relationships with the Municipality and Route Permits. The Municipality is also engaging the Association on the availability of Taxis in areas where there are less

### DOT Projects

Type	Description	Allocations in R
Local Road	Ntwasahlobo Road L1085 Ext.	735 300
Local Road	Ntwasahlobo C/Way	1 400 000
Regravelling	Regravelling of D1234	750 000.00
Regravelling	Regravelling of D1350 (2.01km)	750 000.00
Regravelling	Regravelling of P130 - 2 sections	4 000 000.00
<ul style="list-style-type: none"> <li>• <b>MR 127</b> and <b>DR 1357</b> – Impendle to Himeville is in progress and is being funded and done by our Head Office over the next 4 years.</li> <li>• Structures: DR 363 – Awaiting award KZ 224 Impendle.</li> <li>• Provincial Rehabilitation Roads requiring rehab awaiting funding: MR 135</li> </ul>		

Table 27: Impendle DOT Projects

## 4.2. Water Provision (Domestic and Agricultural)

In terms of the division of powers and functions, the District Municipality is responsible for water provision in the district. Service connections are intermittent; sources are not reliable in winter. Much of infrastructure is homemade and leaves a lot to be desired in terms of water quality, storage facilities and distribution network (low pressure agricultural piping). There is over 50% backlog in sustainable potable water provision. As there are very scattered settlements in Impendle it is not cost effective in terms water infrastructure provision.

The table below provides a picture from the census and from a community survey (CS) undertaken in 2007 of the status of water supply. Figures at the end show the total population of Impendle in order to provide perspective.

### Access to Water

Household type	CENSUS 1996	CENSUS 2001	CS 2007
<b>Dwelling</b>	482	417	1 343
Inside yard	2 411	3 829	2 775
<b>Community stand</b>	553	562	1 361
Community stand over 200 m	-	830	
<b>Borehole</b>	759	317	437
<b>Spring</b>	1 607	559	809
<b>Rain tanks</b>	19	36	58
<b>Dam / pool / stagnant water</b>	-	81	20
<b>River / stream</b>	-	571	304
<b>Water vendor</b>	-	8	202
<b>Other</b>	8	134	29
<b>TOTALS</b>	5 839	7 344	7 338
<b>% of Total Population with access to water</b>	17.2 %	21.9 %	18.6 %
<b>TOTAL POPULATION - IMPENDLE</b>	33 948	33 569	39 397

Table 28: Impendle Access to Water

### UMgungundlovu District Water Projects

No	Project Name	Project Description	Project Value	Expenditure to Date	Project Cashflow for 2013/2014	Population Served	Project Start Date	Project Completion Date
	Smilobha, Phindangene, Ntokozweni, Lindokuhle & Fikesuthi Water Supply Scheme	Construction of bulk water and water reticulation infrastructure, a reservoir, a pump station and communal standpipes	R 27,791,465	R 18,245,842	R 19,797,421	5,264 people and 648 households	17-Aug-12	3-Apr-14
	KwaNovuka Water Supply Phase A	Construction of bulk water and water reticulation infrastructure, a reservoir, a pump station, with communal standpipes.	R 55,004,003	R 45,167,030	R 39,993,053	3,826 people and 637 households	31-Jan-11	12-Jun-14

	KwaNovuka Water SupplyPhase B	Construction of bulk water and water reticulation infrastructure, a reservoir, a pump station, with communal standpipes.	See above	See Above	R 16,000,000	5,237 people and 874 households	25-Feb-13	4-May-14
	Enguga,Entshiyabantu & Macksam Water Supply Scheme Phase 4	Construction of reservoirs, water reticulation and communal standpipes	R10, 669,893 (R53, 840,930 for all phases inclusive of completed ones)	R 9,043,313	R 9,679,271	5,224 people and 653 households (20,644 people and 2,573 households for all phases)	17-Aug-14	12-Jun-14
	Enguga,Entshiyabantu & Macksam Water Supply Scheme Phase 5 - Abstraction Works	Upgrading of the abstraction works at Nzinga River	R 10,776,584	R 5,513,549	R 9,013,341	20,644 people and 2,573 households	15-Apr-13	31-Aug-14
	Impendle Bulk Water Supply Scheme Phase 1	Construction of Stepmore WTW	R 159,370,285	R 13,409,440	R 21,378,841	67,726 people and 6,177 households	Construction has not commenced	Construction has not commenced
	Impendle Bulk Water Supply Scheme Phase 2	Stepmore & Lotheni Pipelines and Reservoirs		R -		21331	Construction has not commenced	Construction has not commenced
	Impendle Bulk Water Supply Scheme Phase 3	Nzinga WTW		R -		46395	Construction has not commenced	Construction has not commenced
	Impendle Bulk Water Supply Scheme Phase 4	Makhuzeni, Nzinga, Enguga & KwaNovuka Pipelines and Reservoirs		R -		35596	Construction has not commenced	Construction has not commenced
	Impendle Bulk Water Supply Scheme Phase 5	KwaNovuka and Gomane Pipelines		R -		10799	Construction has not commenced	Construction has not commenced
	Nkangala Water Supply Scheme	Construction of water reticulation network with communal stand pipes	R 250,000	R 208,612	R 6,648,054		Construction has not commenced	Construction has not commenced
	Nhlambamasoka,Khathikhathi & Nhlathimber Water Supply Scheme	Construction of water reticulation network with communal stand pipes	R 29,836,244	R 1,592,824	R 1,992,824		Construction has not commenced	Construction has not commenced

Table 29: UMgungundlovu District Water Projects

### 4.3.Sewage Treatment and Discharge

The District Municipality has the responsibility for sanitation. The table B5 provides a picture of the status of sanitation in the municipality taken from two national census periods plus the community survey in 2007.

#### Access to Sanitation

HOUSEHOLDS	CENSUS 1996	CENSUS 2001	CS 2007
------------	-------------	-------------	---------

Flush toilet	228	280	122
Flush Septic tank	-	219	311
Chemical toilet	-	146	762
VIP	-	2 475	761
Pit latrine	5 521	3 874	4 370
Bucket latrine	13	172	0
None	78	177	103
<b>TOTAL NO OF HOUSEHOLDS</b>	<b>5 840</b>	<b>7 343</b>	<b>6 429</b>
<b>TOTAL POPULATION</b>	<b>33 948</b>	<b>33 569</b>	<b>39 397</b>
<b>Population estimate 2004</b>		<b>44 655</b>	

Figure 30: Access to Sanitation

#### 4.4.Solid Waste Management

Impendle local municipality is responsible for solid waste management but there it is only in Impendle Village where there is formal waste collection. One of the projects is to formalise the dumpsite and have it fenced so that it complies with regulations. Most households do not have access to municipal services and dispose of waste in refuse pits on site and burning. Therefore there is a risk and negative impact on the surrounding environment leading to land, water and air pollution. Refuse removal backlog estimated at 97.47%. Impendle Municipality is responsible for waste collection in Impendle town and disposing of it in the municipal dump.

HOUSEHOLDS	CENSUS 1996	CENSUS 2001	CS 2007
Municipality - weekly	21	152	145
Municipality – other	14	34	30
Communal dump	168	16	29
On-site refuse handling	5 372	6 810	5 374
No disposal	194	330	1 754
<b>TOTAL</b>	<b>5 769</b>	<b>7 342</b>	<b>7 332</b>
<b>TOTAL POPULATION</b>			<b>39 397</b>
<b>TOTAL NUMBER OF HOUSEHOLDS</b>		<b>7 342</b>	

Table 31: Access to Refuse Removal

#### 4.5.Disaster Management

Disaster Management Sector Plan is a core component of the Integrated Development Plan (IDP). Section 26 (g) of Municipal Systems Act No. 32 of 2000 requires the municipal IDP to reflect an applicable Disaster Management Sector Plan (DMSP). Furthermore, Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 stipulates that a disaster management sector plan for a municipal area must form an integral part of the municipality's IDP.

##### **Municipal Disaster Management Centre**

Section 43- 50 of the Disaster Management Act 2002 (Act No.57 of 2002) makes provision of the establishment and functions of the centre to ensure effective operation and co-ordination of Disaster Risk Management within the municipality. There is currently no disaster management centre but there is a call centre which receives and dispatches all calls to relevant stakeholders and role players concerned.

There is no Disaster Management Unit within the municipality. The disaster management function is a Community Services competence, but when disaster related incidents occur the responsibility falls with Economic Development Officer, supported by a Disaster Management District Field Officer.

Impendle Municipality has a good working relation with Agencies (i.e. SASSA), Sector Departments, District and NGO's which assist in providing relief stock when incidents occur.

### **Fire services**

Fire Brigade Services are listed as a Schedule 4 B function which allocates responsibility to local municipalities. The challenge for Municipalities is to facilitate and manage the process of participation, internally and externally, in disaster risk management on an ongoing basis.

There is currently a District fire station that is located in Impendle which mostly deals with structural and veld fires in the Impendle Municipal area. The Station is managed at a District level.

Impendle Municipality is predominantly a private farming area. Veld and Forest fires are mostly dealt with by Working on Fire organisation.

### **Municipal Disaster Management Policy Framework**

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area.

The Impendle municipality currently has no municipal disaster management policy framework but the municipality applies the national and provincial disaster management policy framework for guidance and direction regarding Municipal disaster management affairs, which is in line with the Nation disaster management policy framework.

### **Municipal Disaster Management Plan**

The Disaster Risk Management Act 2002, (Act No.57 of 2002), makes provision in Section 53 that each municipality must prepare a disaster risk management plan for its area according to the circumstances prevailing in the area.

In Impendle Municipality, no Disaster Management Plan has been developed, however a risk profile was conducted in 2011.

### **Municipal Disaster Management Advisory Forum**

Section 51 of the Disaster Management Act (Act 57 of 2002) states that district municipalities may establish a municipal disaster management advisory Forum. According to subsection (1) a forum is a

body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their jurisdiction.

The Impendle Municipality Disaster Management Advisory Forum was officially launched in August 2012 but was not functional. It was recently revived on the 12th of May 2015. Relevant government departments, Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs) are some of the stakeholders that form part of the forum. Participation from some Municipal line functions and government departments is not satisfactory.

### **Municipal Inter-Departmental Committee**

In terms of chapter 2; section 3 (a) of the Disaster management Act of 2002 stipulates the duties and functions of a committee which is to give effect to the principles of co-operative government in Chapter 3 of the Constitution on issues relating to disaster management.

The Impendle municipality formulated a municipal Inter-Departmental Committee where disaster management matters are addressed and discussed. However there need to be better co-ordination and support of such platforms to allow for maximum function of such units. Community services portfolio committee advocates matters regarding disaster management to the council.

## **Risk Profile**

*The Municipality is in the process of analysis and developing its risk profile.*

## **DISASTER RISK REDUCTION**

### **Disaster Management Programmes/Projects by Municipality**

NAME OF THE PROJECT	TARGETED AREAS	RESPONSIBLE AGENT
<b>Improve Capacity to Reduce Fire Risk:</b>		Municipality and UMDM
Establishment of the volunteer program	All Municipal wards	
<b>Educate communities on Fire risk:</b>		Municipality, UMDM
Mainstreaming of DM	All Municipal wards	
School awareness campaigns	Ward 1,2,3 and 4	
Door to door	Ward 1,2,3 and 4	
<b>Mitigation</b>		
Develop informal Settlements bylaws to control land invasion mushrooming of an informal settlements	All Municipal wards	
Tin house building to mitigate	Ward 1	

against informal settlement fires.		
Fire Brakes	Ward 1,2,3 and 4	District Fire services,WOF,FPA uMngeni LM
Awareness on illegal connection	Ward 1,2,3 and 4	Eskom
Municipal Building Inspection for fire compliance		

Table 32: Disaster Management Programmes/Projects by Municipality

#### 4.6.Cemeteries / Burial Arrangements

Impendle municipality is responsible for cemeteries, funeral parlours and crematoria. This is a shared service with UMDM and is implemented through the Office of the Municipal Manager.

#### 4.7.Electricity

Eskom is the service provider for electricity within Impendle. According to Census 2001, 61.1% of households at Impendle were on the Eskom grid, in 2007 78.4% were on the grid and on the last census count in 2011 approximately 83.6% of households at Impendle were on the grid in the last census count. There has been a significant change of 22.5% from year 2001 to 2011. Even though there has been a satisfactory progress, there are backlogs on the electrification process by which the Department Energy has assisted the Municipality with funding to cover this backlog. The table below indicates electricity trends within Impendle Local Municipality.

##### Electricity trends within Impendle Local Municipality

ELECTRICITY	Census 2001	CS 2007	Census2011	% CHANGE
Lighting	61.1%	78.4%	83.6%	22.5%
Cooking	15.9%	24.3%	47%	31.1%
Heating	13.4%	11.4%	31%	17.6%

The following projects were/are implemented to address the backlogs

##### Mahlutshini (Ward 1)

Mahlutshini is the area that has been without electricity for a long time. The households in this area are now electrified.

##### Ntshebane And Swampu (Ward 2)

Ninety connections have been done.

##### Lotheni And Nkangala (Ward 1)

Electrification of 327 houses is underway at these two areas.

##### Ward Four

Ward four is 80% electrified

Local Municipality	Project Name	Estimates Connections	Ward No	Network	Status
--------------------	--------------	-----------------------	---------	---------	--------

Impendle	Gomane S1	54	04	Rainbow Lakes NB82	Not Constrained
Impendle	Mgodi S1	50	02	Rainbow Lakes NB82	Not Constrained

### Eskom New Projects

Local Municipality	Project Name	Estimates Connections	Ward No	Network
Impendle	Ekukhanyeni	50	2	Rainbow Lakes NB82
Impendle	Ntshiyabantu (Giabantu)	40	2	Rainbow Lakes NB81
Impendle	Nkangala	130	1	Lamington NB22
Impendle	Lotheni	360	1	Lamington NB22
Impendle	Nkothweni	105	1	Lamington NB22
Impendle	Ntwasahlobo	245	1	Bulwer NB1
Impendle	Sitofela	44	1	Bulwer NB1
Impendle	Thunzi	120	1	Lamington NB22
Impendle	Mahlutshini	200	1	Lamington NB22
Impendle	Nguga	10	3	Rainbow Lakes NB82

Total	1313			
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Table 34: Eskom New Projects

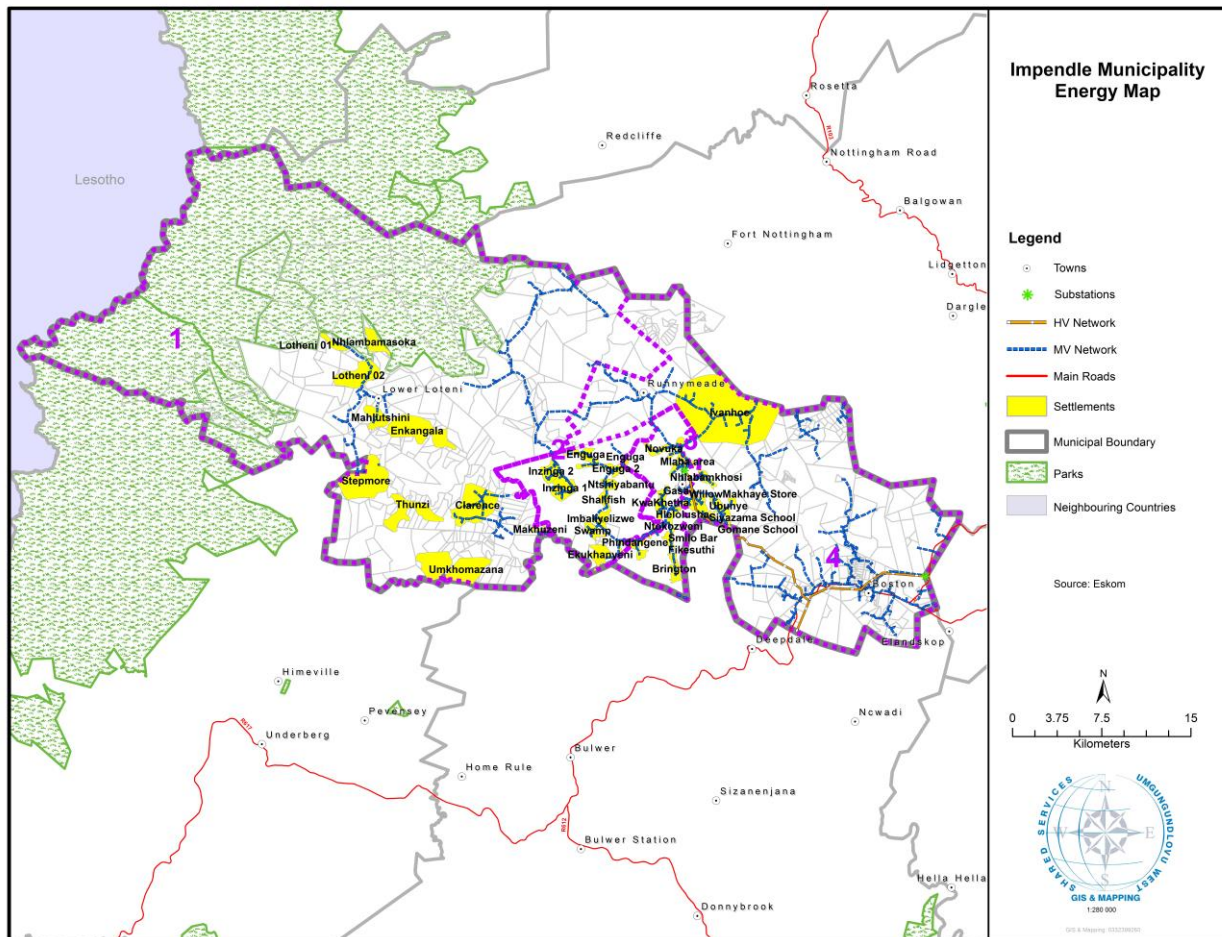


Figure 26: Impendle Energy Map

## SWOT Analysis

Key challenge	Backlog in the delivery of services
Description	<p>Road infrastructure is poorly developed</p> <p>Stressed water reserves</p> <p>Backlogs on delivery of electricity and waste collection</p> <p>High levels of expenditure on Transport</p> <p>Huge backlog in the delivery of public facilities</p> <p>Municipality not viewed as a tourism destination or a link to other destinations due to inaccessibility and lack of infrastructure.</p>

Table 35: SWOT Analysis

## 5. Local Economic & Social Development Analysis

### 5.1. Local Economic Development Analysis

#### 5.1.1. Structure of the Economy

The employment profile for **Impendle**, as reflected in the 2011 Census, provides the strongest indication of the structure of the economy. It is evident from this that the majority of the small group that was employed in 2011 is employed in the different sectors including Government, Private, informal and agricultural sector. The second largest group is employed in the community, social and personal services sector which amongst other things will account for government employment in health, education and other government services.

### 5.2. Employment Levels

Comparing employment statistics on a ward level it is evident that in those wards where substantial commercial farming is taking place (specifically Ward 4) the employment levels are substantially lower than in the others. In Ward 4 twenty percent of the workforce is employed compared to five percent in Ward 2. The higher employment levels in Ward 2 can probably be ascribed to the dominance of Government Institutions and densely settled Swampo and Nzinga as much as there is absence of both commercial farming and commercial/retail activity.

Employment Status

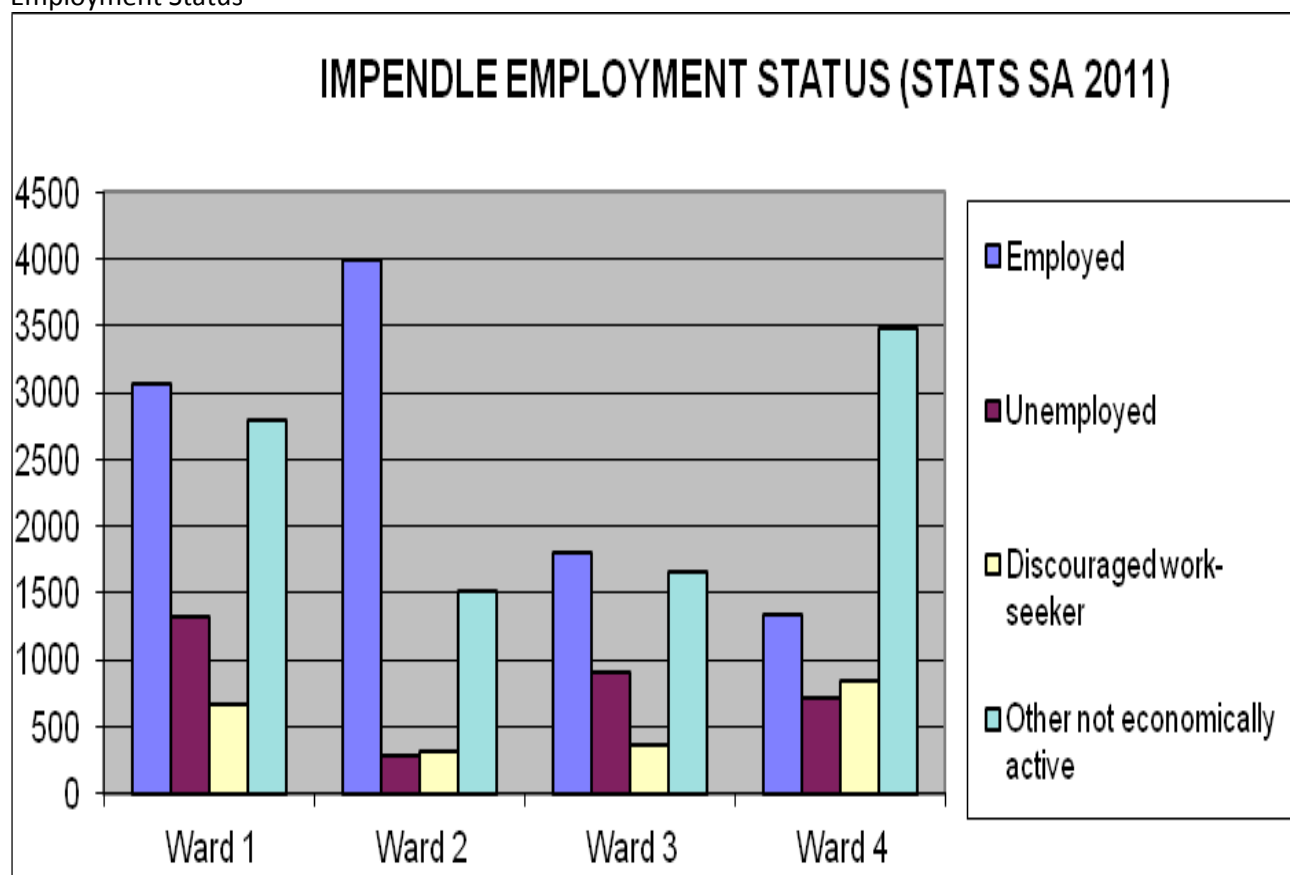


Figure 26: Impendle Employment Status (STATS SA 2011)

## Sectorial Employment

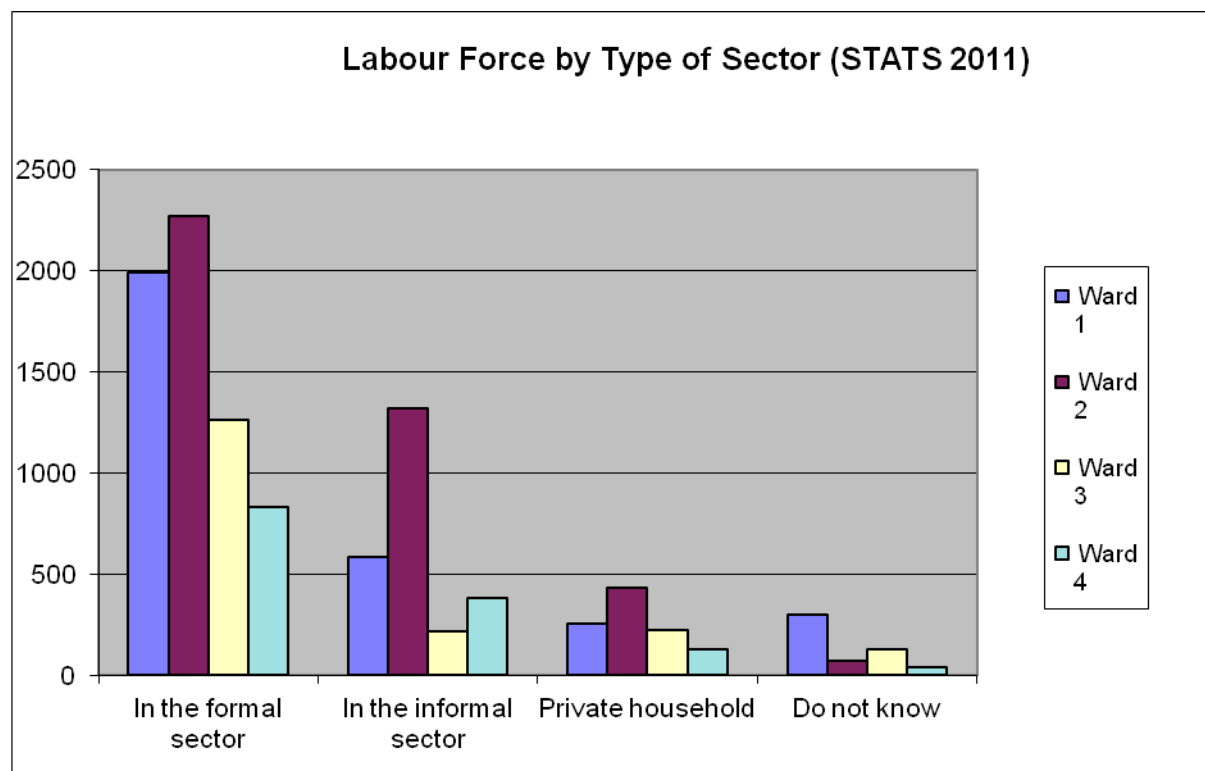


Figure 27: Sectorial Employment by Ward

Sectorial employment in the wards of Impendle reflects the dominance of the agricultural and government services sectors in terms of employment creation. In 2011 it is clear that the community, social and personal services sector (including government services) were the highest employers more that in the agricultural sector.

## 5.3. Income

### 5.3.1. Household Income Levels

As would be anticipated considering the low levels of employment, the household income levels in the Municipality are low. For the Municipality as a whole nearly 40% of households indicated that they have no regular monthly income and the majority of households (49%) indicated a household income level of between R1 and R1 600.

SOURCES OF INCOME	URBAN %	RURAL%	TOTAL%
<b>Income from work</b>			
Household salaries and wages	68%	46%	65%
Household self-employment and business	9%	14%	10%
<b>Income from capital</b>			
Income from capital	1%	1%	1%
<b>Pensions, social insurance, family allowances</b>			
Pension from previous employment	2%	1%	2%
Annuities from own investment	1%	0%	0%
Old age pension	2%	10%	3%

Disability grants	1%	4%	1%
Family and other allowances	1%	8%	2%
Workmen's compensation funds	0%	0%	0%
<b>Income from individuals</b>			
Alimony palimony and other allowances	1%	3%	1%
Other income from individuals	0%	1%	0%
<b>Other income</b>			
Other income	4%	4%	4%
Benefits, cash, donations and gifts	0%	0%	0%
<b>Imputed rent on dwelling (7% per year of dwelling)</b>			
Imputed rent on dwelling (7% per year of dwelling)	10%	6%	9%
<b>TOTAL PERCENTAGE</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>AVERAGE INCOME PER HOUSEHOLD</b>	<b>R 98,011</b>	<b>R 30,859</b>	<b>R 74,587</b>

Source: StatsSA 2008

Table 36: Average Annual Household Income by Settlement Type 2005/06

#### 5.4. Household Expenditure

Findings of StatsSA (2008) also provide an indication of household consumption expenditure in rural areas. Important to note in this table is the relatively high expenditure of rural households on transport with StratPlan's own research showing that household expenditure on transport may be as high as 25%. The view of high levels of expenditure on transport was corroborated in interviews with Councillors of Impendle.

MAIN EXPENDITURE GROUP	URBAN %	RURAL %	TOTAL %
Food and non-alcoholic beverages	12.5%	24.8%	14.4%
Housing, water, electricity, gas and other fuels	25.0%	16.3%	23.6%
Transport	20.8%	15.3%	19.9%
Miscellaneous goods and services	14.6%	13.3%	14.4%
Furnishings, household equipment and routine maintenance of the dwelling	6.5%	8.8%	6.9%
Clothing and footwear	4.6%	7.1%	5.0%
Communication	3.6%	3.2%	3.5%
Recreation and culture	4.9%	3.1%	4.6%
Education	2.3%	3.0%	2.4%
Restaurants and hotels	2.3%	1.9%	2.2%
Health	1.6%	1.8%	1.7%
Alcoholic beverages and tobacco	1.1%	1.2%	1.2%
Other unclassified expenses	0.3%	0.2%	0.3%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>AVERAGE EXPENDITURE PER HOUSEHOLD</b>	<b>R 72,529</b>	<b>R 25,576</b>	<b>R 56,151</b>

Source: StatsSA 2008      Table 37: Average Annual Household Consumption Expenditure by Type of Settlement 2005/06

Impendle turnover and wages and salaries information for 2004 as compiled by the UKZN suggest that the wholesale/retail, accommodation, construction and agricultural sectors make comparatively significant contributions to the local economy, Impendle Monthly Turnover - Wages & Salaries in 2004 are indicated on the table below:

SECTOR	TURNOVER	WAGES AND SALARIES
--------	----------	--------------------

	2004 (Rm)	2004 (Rm)
<b>Agriculture</b>	0.12	0.07
<b>Farming</b>	0.53	0.11
<b>Manufacturing</b>	0.01	0.01
<b>Construction</b>	0.81	0.40
<b>Catering / Accommodation</b>	0.82	0.18
<b>Wholesale / Retail</b>	1.02	0.06
<b>Business / Real Estate</b>	0.03	0.02
<b>Government</b>	0.02	0.01
<b>Other</b>	0.41	0.19
<b>TOTAL</b>	3.77	1.06

Source: UKZN 2006 as in BluePrint 2008      Table 38: Impendle Monthly Turnover - Wages & Salaries in 2004

Based on the above it is then suggested that the agriculture, government services and to some extent retail / wholesale sector are the dominant economic activities in the area. However, as the monthly turnover figures for 2004 above suggest the extent of production in the municipality is limited and on a regional level makes virtually no impact.

## 6. Role of Impendle in the Regional Economy

Impendle provides access to portions of the UKhahlamba Transfrontier Park, which is a World Heritage Site, and is located at the source of a number of the most important rivers in the Province. The Loteni and Impendle Nature Reserves, declared nature areas, together with the uMngeni Vlei area, are strategic nature areas contributing to the building of the overall Transfrontier Park product.

In terms the role of Impendle in the regional economy it can only be indicated that Impendle provides an important, yet underdeveloped link between various municipalities and attractions. At present the most important role of Impendle in the regional economy is that it is home to a substantial number of people (although only 3% of the District population) and that it potentially offers significant opportunities in the agricultural and tourism sectors.

### 6.1. SMMEs

The Municipal LED Section signed a Memorandum of Understanding with SETA. Over 20 SMMEs have benefited in this Training Program. There more than 50 SMMEs and Co-operatives to be trained during the 2014-2015 financial year.

### 6.2. Agriculture

#### 6.2.1. Agricultural Development

A significant percentage of the high-potential agricultural land in the Midlands Meander falls within Impendle Municipality. This provides an opportunity for agricultural sector growth. Intensive agriculture through mixed land use, beneficiation of agricultural produce as well as organic food production and aquaculture will be facilitated and encouraged through the promotion of agricultural exports. **Forestry industry** will be transformed through the establishment of community private partnerships. Small-scale forestry opportunities will be created.

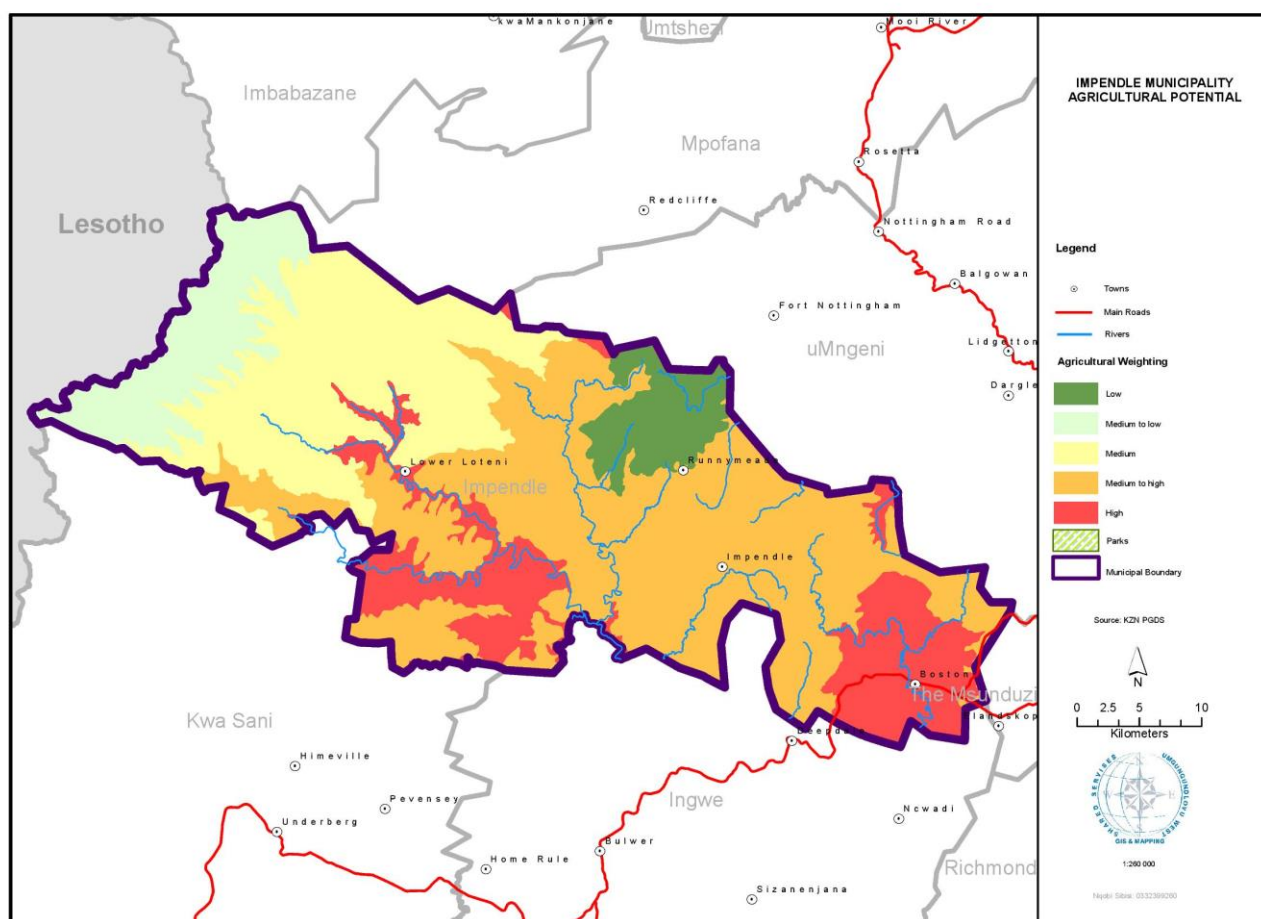


Figure 28: Impendle Municipality Agricultural Potential

### 6.3. Tourism

Impendle Municipality is definitely a tourism destination; it has natural beauty out of this world. It is rich in flora and fauna, the beautiful mountains and rivers. Attractions in the Municipality are not being appreciated or explored and the local people need to be educated or made aware of the importance of conserving the beauty of the area for its future generations. Impendle has plantation of Protea plant( south African National Flower), natural caves, San rock Art, Impendle , Inzinga and Lotheni Nature Reserve all the three reserve play a very important role in conservation of nature in the country. One of the amazing facts is that Impendle has high bird population numbers in the entire country making Kwazulu Natal dominate to be a province with high number of bird species. This little town has so much to offer in terms of tourism while conserving our environment.

OBJECTIVES	STRATEGIES	PROPOSED PROJECTS, PROGRAMS AND PLANS
<ul style="list-style-type: none"> <li>To promote tourism at a local level</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of Community Tourism Organization ( CTO) - will be formed by stakeholders that participate in tourism activities at a local level and will assist by ensuring that tourism strengthens economic growth.</li> <li>Municipality plays a central Role in Tourism</li> <li>Implement” Know Your Area” programme</li> </ul>	<ul style="list-style-type: none"> <li>Investigation and Research Function</li> <li>Area Marketing</li> <li>Alignment and Integration</li> <li>Events calendar &amp; Website updating</li> <li>Establishment Tourism Informational Office</li> </ul>

	<ul style="list-style-type: none"> <li>Creation of categorized annual tourism events i.e sports tourism, cultural &amp; heritage tourism</li> </ul>	
<ul style="list-style-type: none"> <li>To convert Tourism into a vehicle for job creation opportunities at a local level</li> </ul>	Marketing and promotion of Impendle niche products such as crafts and medicinal products Tour guide Promotion Promotion of out- door tourism adventure	Craft Center Identification & training of interested parties in tour guide field Horse and Trails Eco sport
<ul style="list-style-type: none"> <li>To educate locals on the importance of nature conservation for future generations</li> </ul>	Conduct workshop at schools, wards on environmental preservation and conservations with the assistance of KZN Wildlife and Environmental Affairs and NGOs such as WESSA.	Participation on Wildlife Annual Programmes
<ul style="list-style-type: none"> <li>To put Impendle on the map as one of the top tourist destination in South Africa</li> </ul>	Market Impendle on provincial, national & international annual tourism publications	Design brochures, newsletters, website and annual tourism Indaba.
To assist in the campaign against Illegal Poaching	Forge partnerships with Nature Reserves and KZNWL Conduct awareness campaigns on implications of poaching especially endangered species i.e. springbok in the case of Impendle	Identify problems areas & establishment of mitigation measures

Table 38: Tourism Sector at Impendle

#### Potential Projects and Events

1. Community Tourism Organization( CTO)
2. Craft Centre
3. Municipal Tourism Informational Office
4. Tourism quarterly workshops
5. Annual Tourism Indaba

#### RECOMMENDATIONS

- To consider having Tourism dedicated staff and office
- To make Resources available so that job opportunities will be realized.
- Municipality promotes tourism through different activities that will market Impendle as a Tourism destination
- To conduct local Tourism Summit the will include young graduates and indigenous knowledge in developing the Municipal Tourism Strategy.

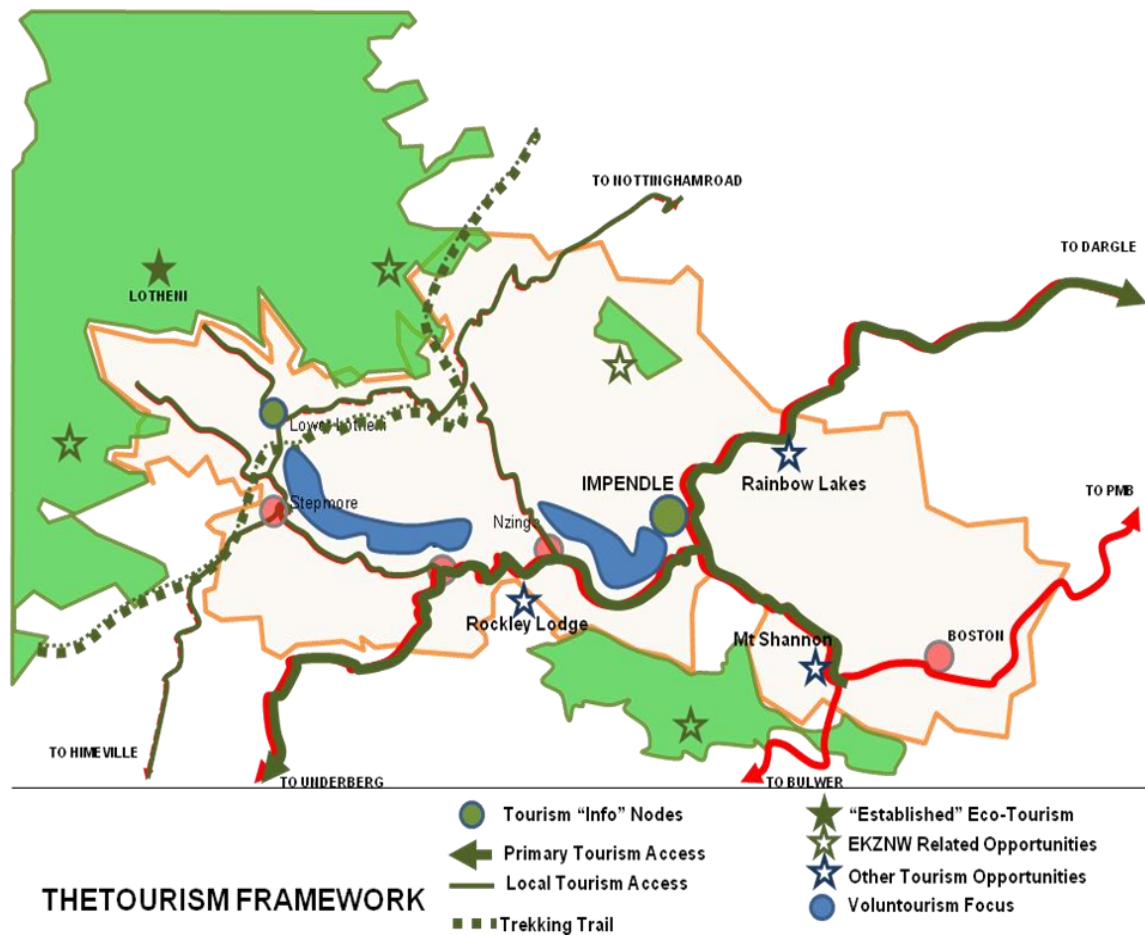


Figure 29: Tourism Framework

#### 6.4. Manufacturing (Industrial)

Impendle Maize Mill is currently on its final stages of completion. The mill will provide opportunities for maize farmers to sell their Produce to the mill.

There are a number of Chicken Hatcheries in the Impendle Area.

Impendle Cropping Cooperative and Ntshiyabantu Secondary Cooperative were identified as main beneficiaries of the Mill Project. The following is the list of potential industrial activities:

- The Mill Plant in Impendle Village
- Sale of Impendle Industrial Sites
- Piggery and Abattoir in Boston
- Truck Stop and Convenience Centre in Virginia Farm
- The Lotheni Craft center in Lotheni

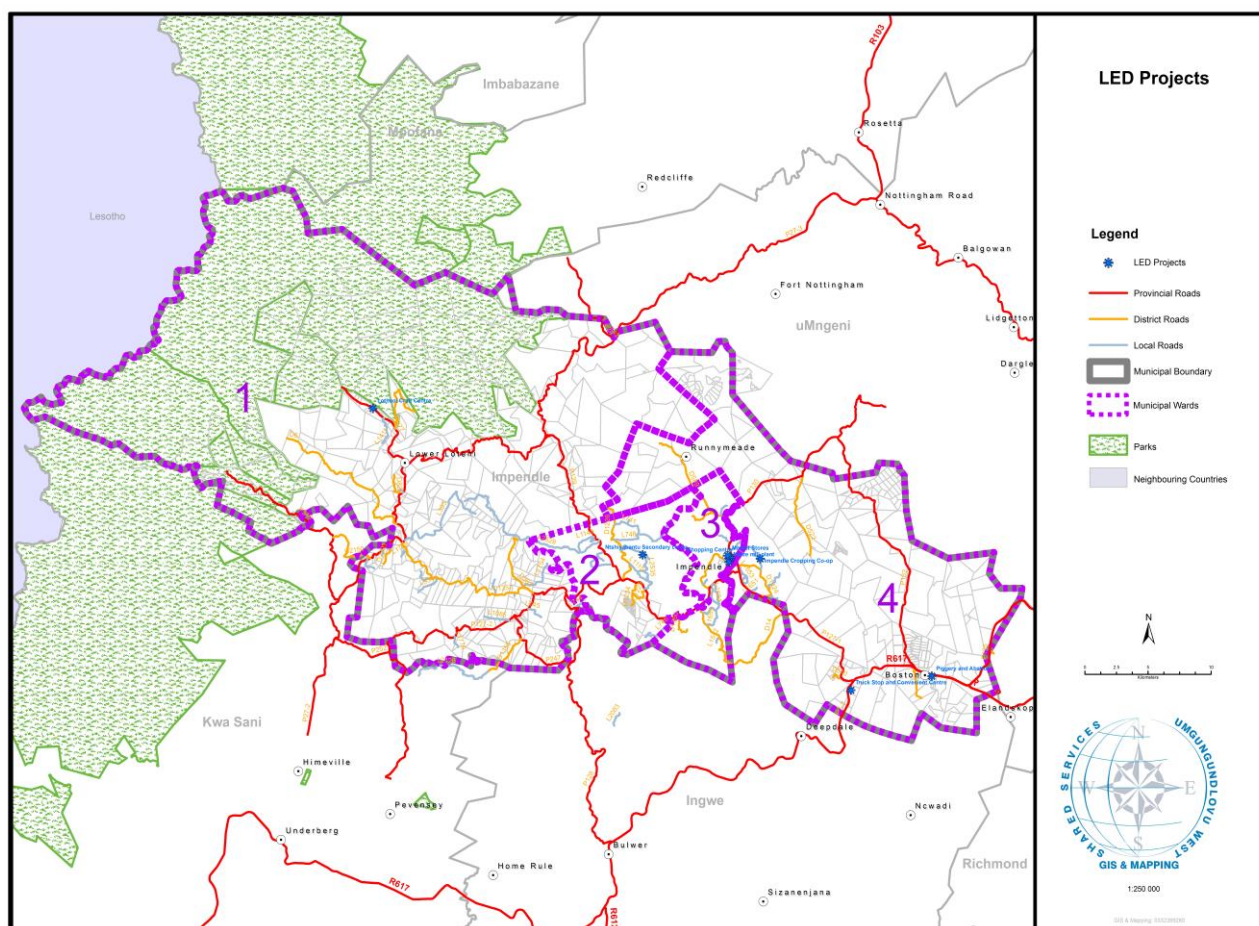


Figure 30: Local Economic Development Projects

## 6.5. Job Creation through Expanded Public Works Program

The Expanded Public Works Programme (EPWP) is one element within a broader government strategy to reduce poverty through the alleviation and reduction of unemployment. The Programme involves creating work opportunities for unemployed persons, and so allowing them to participate economically and contribute to the development of their communities and the country as a whole.

### Phase II of EPWP aims to

Significantly expand the creation of temporary work opportunities that will provide income to the poor and unemployed. Increase the duration of work opportunities for maximum impact.

### Impendle Local Municipality

Impendle Municipality received an incentive grant of R 1000 000 from the Department of Public Works to assist the Municipality in implementing the Expanded Public Works Programme for the financial year 2012/2013. EPWP in-house team was established to assist Departments or units in carrying out their day to day activities under the following sectors: Environment, Infrastructure and social sector.

Expanded Public Work Programme (EPWP) and Community Works Program (CWP)

Details	Job creation through EPWP		
	Funding	EPWP: projects type	Job created through EPWP projects.
			No.

<b>2014/2015</b>	DPW: R 1 294 000 Impendle LM: R306 000	Social Sector	28
		infrastructure	24
<b>2014/2015</b>	MIG Projects	Roads, Community Hall and Crèches	80
<b>CWP and EPWP</b>	COGTA	Environmental, Infrastructure, Social Needs of the Community	1150

Table 39: Expanded Public Work Programme (EPWP) and Community Works Program (CWP)

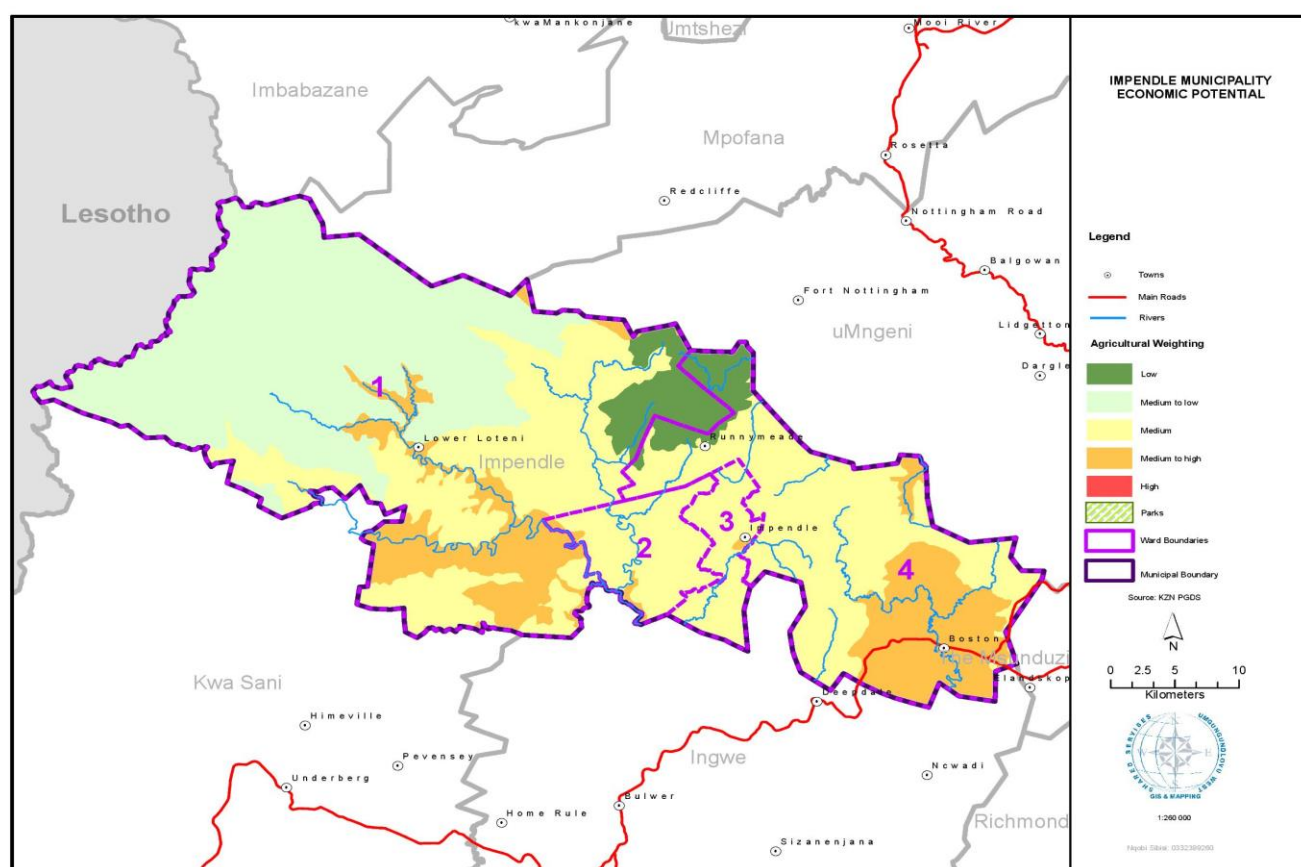


Figure 31: Impendle Municipality Economic Potential

## 7. Social Development Analysis

### 7.1. Housing

Housing forms a major component of the IDP projects with an amount of R 77 368 000 allocated to housing throughout all four wards. Clearly, this funding is sourced from the Department of Housing, but it does represent a significant investment and responsibility for the municipality in terms of longer term provision and maintenance of services.

It is important to assess the location of these housing projects to ensure that their spatial location conforms with the principles contained in the SDF.

The table below provides a broad picture of the status of housing in the municipality, with the data taken from the IDP through the census and community survey.

*Percentage Distribution of Household's Main Type of Dwelling - Impendle*

Types of Dwelling	Census 2001	CS 2007
House or brick structure on a separate stand or yard	35.4	10.8
Traditional dwelling / hut / structure made of traditional materials	59.5	85.9
Flat in block of flats	2.9	2.2
Town / cluster / semi-detached house (simplex: duplex: triplex)	0.6	-
House / flat / room in back yard	0.4	-
Informal dwelling / shack in back yard	0.3	0.6
Informal dwelling/shack NOT in back yard eg. in an informal /squatter settlement	0.5	0.3
Room / flatlet not in back yard but on a shared property	0.3	-
Caravan or tent	0.1	-
Private ship / boat	-	-
Workers' hostel	-	-
Other	-	0.3
<b>TOTAL</b>	<b>100</b>	<b>100</b>
*** CS = community survey		

*Table 40: Distribution of Household's main Type of Dwelling at Impendle*

A large number of people occupy houses that are prone to destruction by rains and other natural hazards and their neighbourhoods are not sufficiently developed with infrastructure. 4801 people live in dense settlements within Nxamalala Traditional Authority area. 105 people live in informal structures. Approximately 711 households reside on privately owned land either as labour tenants or occupiers. They do not have proper housing and security of tenure. Relatively dense settlements lack proper services and infrastructure such as roads, sanitation and water.

#### IMPENDLE PHASE TWO HOUSING PROJECTS

WARD NAME	PROJECT PHASE	NUMBER UNITS	PROJECT STAGE	COMMENTS
<b>Ward 1</b>	1 – Clarence Makhuzeni	250	Packaging Planning	The project had land ownership challenges but sorted now and beneficiary administration had just taken place, EIA also in place.
<b>Ward 1</b>	Phase 2	500	Planning	The Implementing Agent has just being appointed as Linda Masinga & Associates to package this project.
<b>Ward 2</b>	Inzinga project	300	Construction	This project was part of Ward 1 phase 1 but moved by new demarcation, this project has R21M
<b>Ward 2</b>	<i>Inguga</i>	<b>500</b>	<b>Completed</b>	<b><i>This project was completed in 2011 and had built 495 units. It also won the award of the best rural housing project in KZN.</i></b>
<b>Ward 2</b>	Phase 2	500	Planning	The project is running and done by Motheo Group as the IA.
<b>Ward 3</b>	<i>Smilo bar</i>	<b>500</b>	<b>Completed</b>	<b><i>It was completed in 2012 and built 494 units.</i></b>
<b>Ward 3</b>	Phase 2	500	Planning	The project is running in planning and managed by Umpheme Consulting

<b>Ward 4</b>	<b>Phase 1</b>	<b>552</b>	<b>Construction incomplete</b>	<b><i>The project has still few units to be built and currently has 538 units built. This project had 500 units initially but then had been added 52 units for disaster houses at Inzinga and Ntshiyabantu after being destroyed by storm in December 2010.</i></b>
<b>Ward 4</b>	Phase 2	500	Planning	The project is running under planning and managed by Isibanisezwe construction.
<b>In the Village</b>	Village housing	500	Planning	The project is running under FC Consulting as the IA and is about to begin Waste Water Treatment Works since we just got the funding of R18.5M from DWA. This scheme will benefit the entire village and the houses cannot be built before this infrastructure is built.
<b>In the Village</b>	Rental housing	100	To be initiated	There is a need to initiate this programme since there is no formal rental in the area and it shall also reduce the number of teachers and other governmental employees travelling from PMB and other outside areas to and from Impendle. This shall provide good and secure place of renting to them.

Table 41: Impendle Phase Two Housing Projects

Private land ownership is still a challenge to get to develop the people's lives in these areas. Some owners are willing to give land. Bulk infrastructure is a bit challenge. This might course the people living in the farmers or private land be assisted in another kind of programmes.

## 7.2.Clinics (mobile and fixed) and Hospitals

Umgungundlovu District Health is responsible for Health Services within Impendle Municipality. There are two fixed clinics and one mobile clinic in the Impendle area however the community field workers have identified the need for resources for home based care and further entry level health facilities. The following illustrates the status of health infrastructure and facilities within the district

- Mobile PHC Clinics = 17
- Fixed PHC Clinics = 48 (24 LG clinics)
- Community Health Centres = 4
- District Hospitals = 1
- Regional Hospital = 1
- Tertiary Hospital = 1
- Specialised Hospitals = 3
- TB Hospitals = 2
- Impendle has no responsibility for clinics – the Provincial Health Department provides both the fixed and mobile clinics. The table below provides a picture of both the number of clinics and their distribution in Impendle.

### Existing Health Infrastructure in Impendle

Type of Services	No	Head count under 5	Head count over 5
Fixed Clinics 24hrs	1	1 102	5 468
Fixed Clinics 24hrs on call	1	360	790
Mobile Clinics	1	155	620

Table 42: Existing Health infrastructure in Impendle

### Clinics - Fixed and Mobile

SP	PROVINCIAL			LOCAL GOVERNMENT		
	TOTAL	Fixed	Mobile	TOTAL	Fixed	Mobile
Impendle	3	2	1	0	0	0
UMgungundlovu	65	24	13	25	1	2

The three fixed clinics are at Impendle Village, Mahlutshini and Nxamalala. Average of 1 500 people per nurse. There are 14 mobile clinic points in the municipal area

DISTRIBUTION OF CLINICS PER WARD				
	WARD 1	WARD 2	WARD 3	WARD 4
Fixed clinics	1	1	1	0
Mobile clinics	4	6	2	4

Table 43: Clinics - Fixed and Mobile

The municipality is currently served by only three fixed clinics, located at Impendle Village, Mahlutshini and Nxamalala. Based on the revised KwaSani-Impendle boundary (2008) the Tsatsi Clinic at Ntwasahlobo needs to be included in this section of the IDP. According to the Department of Health the two clinics are staffed by 15 permanent nurses, 7 enrolled nurses, and doctors attend on a weekly basis. Roughly translated, it equates to an average of 1500 people per nurse, compared to far lower averages in more urbanized / densely populated areas. The area is further serviced by 14 mobile clinic points stationed throughout the municipal area as indicated in the table below. There are no hospitals in the immediate area, and the closest facilities are located in the Msunduzi Local Municipality.

### Clinic Distribution in Impendle

MOBILE CLINICS	WARD	FIXED CLINIC	WARD
Ukukhanya School	Ward 2	Nxamalala Clinic	Ward 1
Bonelokuhle School	Ward 3	Gomane Clinic	Ward 3
Fili	Ward 1		
Compensation Community hall	Ward 2		
Mountain Park farm	Ward 4		
Thuthuka Store	Ward 2		
Ivanhoe farm	Ward 4		
Enguga School	Ward 2		
Tandolwabashe School	Ward 1		
Methodist Church (Shellfish)	Ward 2		
Elandshoek Farm	Ward 4		
Khazimula School	Ward 2		
Novuka School	Ward 3		
Kwathunzi School	Ward 1		
Everglades Hotel	Ward 4		
Stoffelton Traditional Court	Ward 1		

Table 44: Clinic Distribution in Impendle

The distribution of mobile clinics in Impendle is included in the table above. Once again it should be noted that the clinic facilities provided at Stepmore, Thunzi, Stoffelton and Ntwasahlobo are not

included here due to this area having historically formed part of KwaSani.

There are no hospitals in Impendle. Residents of the municipality make use of district hospitals. These are indicated below.

TYPE	NO.	TYPE	NO.
Community Health Centres	4	District Hospitals	1
Regional Hospital	1	Tertiary Hospital	1
Specialised Hospitals	3	TB Hospitals	2

Table 45: Hospitals in UMgungundlovu District

The Municipality proposes that the Gomane Clinic be converted to Community Health Centre due to its size and the need due to the risk of the distance between the nearest Hospitals.



Figure 31: Nxamalala Clinic

### 7.3. Welfare Services

#### Disabilities in Impendle and UMgungundlovu District

	Impendle	District
Sight	3.07%	12.63%
Hearing	3.07%	12.53%
Communication	4.29%	13.36%
Physical	10.43%	40.01%
Intellectual	0.00%	6.23%
Emotional	0.00%	3.39%
Multiple	0.61%	5.25%

Source: LED Assessment Report UMDM – November 2006

Table 45: Disabilities in Impendle and UMgungundlovu District

The table above provides a summary of the different proportion of disabilities experienced by populations located in the different Municipalities located in the UMgungundlovu District.

#### 7.4.Schools (junior and senior)

TYPE	SCHOOLS	PUPILS	EDUCATORS	AVE pupils / educator	No of classrooms	AVE pupils / classroom
Primary	27	5 601	175	32	213	26
Secondary	11	3 747	115	33	103	36
Combined	1	706	22	32	18	39
<b>TOTAL</b>	<b>39</b>	<b>10 054</b>	<b>312</b>	<b>32</b>	<b>334</b>	<b>32</b>

Table 46: School Types at Impendle

The Department of Education has the responsibility for provision of schools and education facilities in the municipality. The table above provides an overview of the physical and human education resources.

##### 7.4.1. Tertiary Education Facilities (FET, etc.)

There are none in Impendle.

##### 7.4.2. Level of Education

Comparative levels of education are reflected in the table below for the population located in the different Municipalities of UMgungundlovu.

#### Education in UMgungundlovu District

Education (Number of Persons)	Impendle	District
None	14.96%	14.78%
1 <sup>st</sup> / 2nd School year	1.57%	1.53%
Std1/ grade3	1.57%	1.95%
Std2/ grade4	1.57%	2.66%
Std 3/ grade 5	4.72%	3.99%
Std 4/ grade 6	3.94%	3.55%
Std 5/ grade 7	4.72%	8.51%
Std 6/ grade 8	3.15%	5.64%
Std 7/ grade 9	6.30%	5.56%
Std 8/ grade 10	4.72%	8.92%
Std 9/ grade 11	8.66%	9.96%
Std 10/ grade 12	30.71%	23.89%
Post-matric dip	2.36%	5.28%
Technikon Degree	5.51%	1.71%
University Degree	5.51%	1.79%
Other	0.00%	0.28%

Source: LED Assessment Report UMDM – November 2006

Table 47: Education in UMgungundlovu District

Within the District, Impendle has at 30.71%, the highest number of people with a standard 10 or grade 12 of total population. However the education levels within the Impendle population are cause for some concern as absolute education levels are low, and the trend is negative, indicating that fewer people with post Matric qualifications are living in Impendle and a higher percentage of people with almost no education is growing. The above table indicates these trends. The overall percentage change in persons with no schooling as a percentage of the total number of over 20 year olds increased substantially between 1996 and 2004. The encouraging statistics are the large increases in those with higher education of 57%, but it is still a relative small part of the overall population.

4,129 people had no schooling at all in 1996, and this increased to 6,669 in 2004, a negative trend in part because of poor access to even primary schooling in Impendle or in close proximity to it. There are fewer people completing education at all levels in the system and more than half of the people living in Impendle have either no schooling at all or have completed only some primary schooling.

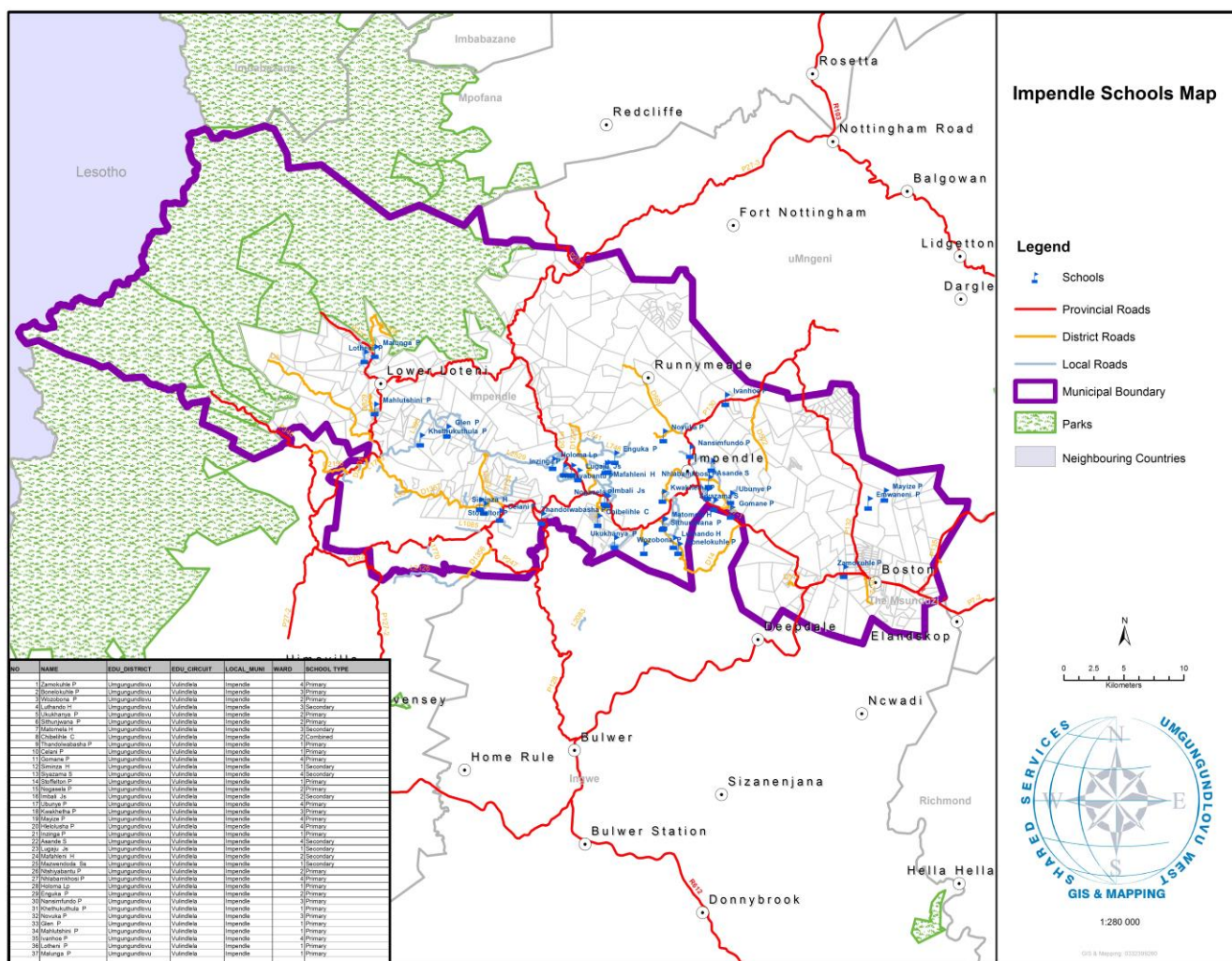


Figure 32: Impendle Schools Map



Figure 33: School

## 7.5. HIV/AIDS

Data on the incidence of HIV/AIDS for the population of Impendle could not be located. Consequently inferences have been made based on provincial and district level findings from ante-natal surveys.

### 7.5.1. Community Development With Particular Focus on Vulnerable Groups

#### 7.5.1.1. Youth Development

##### Target Group

- 14-35 years old
  - Predominantly out-of-school
  - Predominantly unemployed
  - Catering for a diverse range of individuals :
    - ❖ Skilled / Unskilled
    - ❖ Rural
    - ❖ Disabled
    - ❖ HIV/AIDS

##### Key Performance Areas

OBJECTIVES	STRATEGIES
<b>1. Economic Participation</b>  <b>To enhance the participation of young people in the economy through targeted and integrated programmes. The Impendle Youth Desk IYD with NYDA will support both profit business as well as social enterprises that promote job creation, job placement, self-employment and income generating activities.</b>	_ Grants by NYDA and other relevant Stakeholders _ Business Consultancy Service (Voucher) by NYDA _ Mentorship _ Business Opportunities Support Services (BOSS) _ Entrepreneurship Development Programme _ The Community Development Programme <ul style="list-style-type: none"> <li>• This will be done by Impendle Youth Desk ,NYDA and the help of other relevant stakeholders or departments/organisations.</li> </ul>
<b>1. Education And Skills Development</b>  <b>To promote, facilitate and provide training and development opportunities to young people to enhance their socio-economic wellbeing</b>	_ Matriculation re-write _ Bursary projects _ Technical Skills ,job preparedness and life skills projects through SETAs, and CWP Skills Program Sports

Table 48: Youth Development

##### Potential Projects

1. Youth Indaba (Summit) for Strategic Agenda for Youth
2. Community Dialogs on Youth Matters
3. Capacitating the Youth Council Economical, Health etc.
4. Grants in Aid to assist young people to start own businesses
5. Sports promote SALGA Games, Athletics and other Sports Codes

##### Recommendations

- To capacitate the Youth Council on leadership skills.
- The Municipality to secure funds for Grant in Aid to support emerging SMMEs.
- The Municipality to support the Computer programs in the Tele-Centre
- To conduct Youth Indaba and develop a Youth Development Strategy

- To support and utilize Lotheni Youth Centre.

#### **7.5.1.2. Development of People With Disability**

On the 24 January 2013 there was a dialogue for people with disabilities where they raised their needs and concerns. Following from that dialogue we aligned their needs on the next financial year budget.

**THE OBJECTIVES** of this budget is to empower people with disabilities to participate in all programmes organised by Municipality or any organisations without undermining/looking over themselves that they are living with disabilities, bringing back them hope and encouraging them to stand up on their own.

**STRATEGY** of achieving these objectives is to include them in sport, Arts and culture activities, education and trainings and link them in job opportunities. The procedure participation will be conducted by the Impendle municipality: disability office.

Key Programme	Goal Statement	Potential Programmes
<b>Economic Transformation</b>	To improve the participation of people with disability in the economy through target and integrated programmes.	Promote business and Agricultural co-operatives
<b>Education And Skills Development</b>	To promote their socio-economic wellbeing	Matric Re-Write ABET Technical Skills SETA and CWP
<b>Physical Support</b>	To ensure that they are treated with dignity and respect their rights	Municipality and Department of Social Development advocate for their rights

Table 49: Development of People With Disability

#### **7.5.1.3. Early Childhood Development**

The Municipality had built a number of crèches in all Wards. The Municipality intends to provide required tools and equipment to run these crèches in the near future. The Municipality is considering handing-over the Crèches to the Department of Social Development and Education.

### **7.6.Sport and Recreation**

Since 1998 Impendle municipality has participated in sports activities within uMgungundlovu District Municipality but since then we have only participated but from 2005 we have changed from participation to higher performance to make our athletes ready for selection to district, provincial and national teams.

Objectives

- Sports vote is aimed at promoting participation in sports for all people of Impendle from youth, elderly to disabled people.
- Objective is to promote a healthy living lifestyle for our community.
- Deal with social ills within the youth through sports.
- Promote job creation through sport.
- Create space for active participation for all citizens.

#### **7.6.1. Potential turnaround Strategies**

- By creating a sports vote dedicated to sports promotion .
- By assisting federations within Impendle to strengthen their structures.
- Supporting the Impendle local sports council to implement municipal sporting programmes.
- Supporting the municipal sports committee.

- Supporting the municipal work and play programme for municipal staff and other local departments as part of employee wellness programme.
- Making partnerships with relevant stakeholders which can assist in sports in whatever form.
- Through ward and mayoral games we ensure that all corners of Impendle are participating in sports.

#### 7.6.2. Recommendations

- Community Services Department must be separated from corporate services in-order to give special projects a clear role as part of service delivery.
- Appoint a sports arts, culture officer to draw relevant programmes for the municipality.
- Sport coordinator to report at all times progress and achievements to council made possible by this vote.
- Quarterly meetings with Manco to discuss progress and achievements.
- Strict adherence to allocated budget, finance must accept saving strategies suggested to it by sports council & municipal sports committee.
- SALGA project be dropped if district municipality fails to play its supporting role.



Figure 34: Impendle Sports day and Youth development Workshop

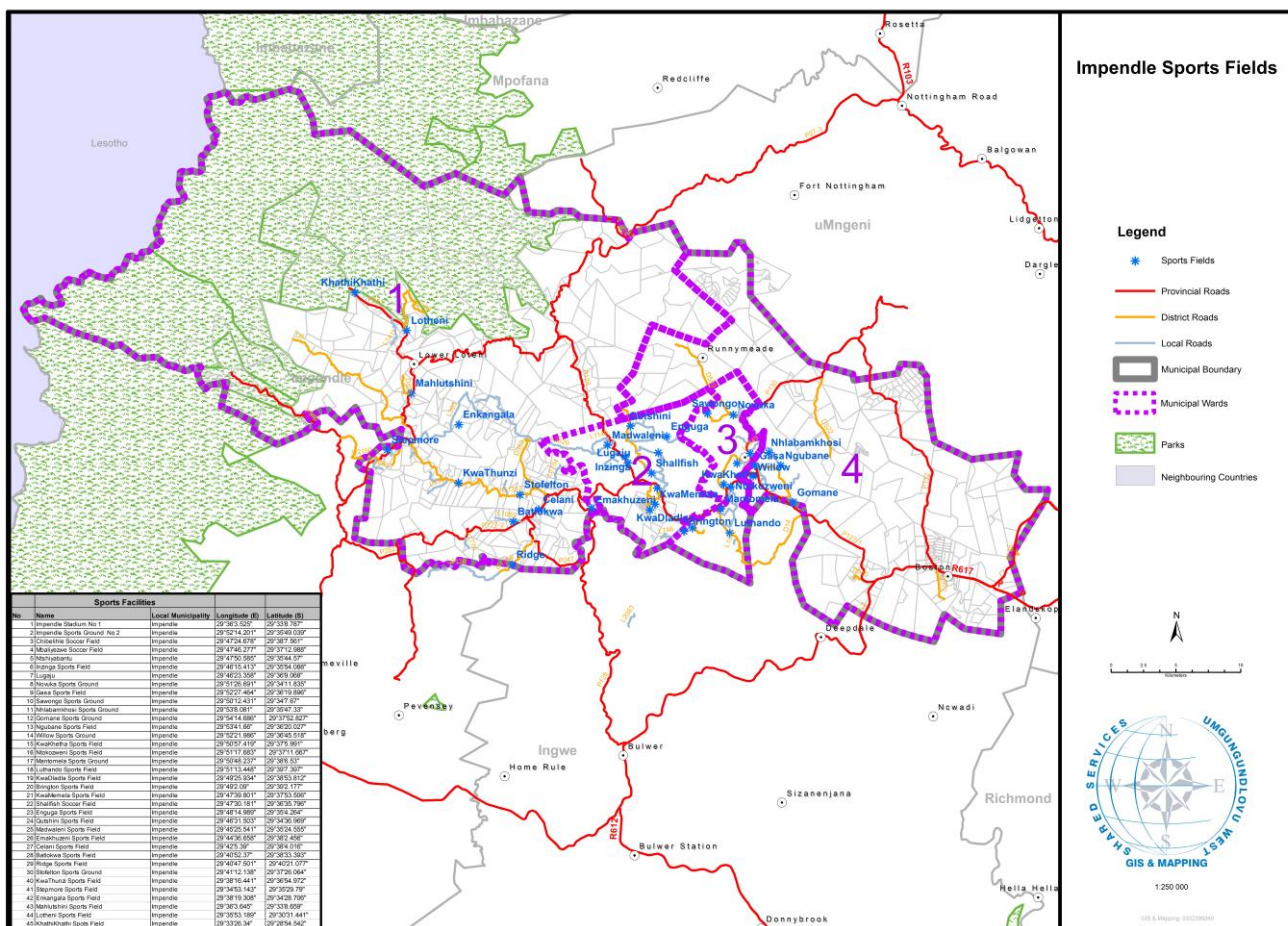


Figure 35: Impendle Sports Fields

## 7.7.Arts And Culture

The 2015/2016 budget for Arts and Culture activities at Impendle was guided by past budgets from the previous financial years, whereby consultation was done via Ward Committees since they are the closest to the people. The Department of Arts and Culture has consistently supported the municipality with funding with regards to arts and culture activities at Impendle. This initiative of the Department of Arts and Culture has been executed successfully by the Impendle Local Municipality, which lead of some the local artist to have some international recognition. The Impendle Local Municipality has also worked with The District Municipality and other NGOs in promoting arts and cultural activities. Some of the major activities are Cultural Festivals in the different wards, Nomkhubulwane (Reeds Dance Festivals) and Easter Festivals.



Figure 36: Nomkhubulwane (Reed Dance Festival)

## 7.8.SWOT Analysis

<b>Key challenge</b>	High rate of poverty
<b>Description</b>	Unsatisfactory delivery on the needs of the aged, disabled, orphans and women Rising unemployment and slow economic growth Commercial sector under-developed in Impendle - income leakages – especially when perception is goods in Impendle are expensive . There is a need for more facilities to accommodate a larger commercial sector  Municipality not viewed as a tourism destination or a link to other destinations due to inaccessibility and lack of infrastructure.

Table 50: SWOT Analysis

## 8. Municipal Financial Viability & Management Analysis

The Municipality is about more than 90% dependant on grants due to its low revenue base. The rural nature and minimum economic investment in the area are the causal factors of the situation.

### 8.1.Capability of the Municipality to execute Capital Projects

In any organization it is necessary to strive for cost effectiveness. The effectiveness of departments and services provided will be subject to value for money reviews. It is expected that these reviews will activate cost savings. The service delivery will focus on functions allocated to council by proclamation. No unfunded mandates will be carried out but functions such as libraries and other provincial functions will only be delivered on an agency basis with full cost recovery from the relevant provincial department. The performance of staff will be monitored to ensure that a productive and efficient staff component provide the services of council efficiently and effectively.

### 8.2.Revenue Enhancement and Protection Strategies

The most significant revenue of Impendle Municipality is from grants received from national and provincial governments. Own income of Impendle is rates income; refuse removal levies and other income like renting of halls and burial fees.

The Municipal Rates Act has been implemented as from 1 July 2011 and will broaden the revenue base of council although compilation of valuation roll will cost more than the revenue that will be raised.

The refuse removal tariffs will be determined to cover the cost to render the service in order for the service to be economical.

The data cleansing activity will be implemented to ensure that all accounts rendered are correct and an indigent register will be implemented. Those consumers that do not qualify as indigents will be subject to strict credit controls measures to ensure that services rendered are paid for.

### 8.3.Grants & Subsidies

Conditional Grants allocation consists of the following:

- Finance Management Grant- R1 800 000.00
- (Municipal Infrastructure Grant-R12 063 000,00
- Municipal Systems Improvement Grant- R930 000.00
- Electrification Grant-R6 000 000,00
- Library Grant Provincialisation- R553 000.00
- (Library Services) Cyber Cadet- R170 000,00
- Sport Grant- R370 000.00
- Expanded Public Works Programme- R1 255 000.00

### 8.4.Municipal Infrastructure Assets & Maintenance (Q&M)

An asset management policy will be implemented by council which will ensure that all assets are maintained properly and insured. All assets will be marked and an asset count will be performed at least once a year. Due to the sharp rise in fuel cost all trips must be planned carefully and must be authorized by the relevant head of department. Obsolete and uneconomical assets will be disposed of as determined in the procurement policy.

### 8.5.Employee Related Costs (including councillor allowances)

	2015/16
Employee related costs – salaries and wages	R 15 49 009,85
Employee related costs – contributions for UIF, pensions, and medical aid	R 2 300 744, 86
Travel, motor car, accommodation, subsistence and other allowances	R 1042 379,45
Skills Development Levy	R 112722,40
Bargaining Council	R 6427,44
Housing benefits and allowances	R246 090,41
Overtime payments	R 60 000,00
Staff Bonus/13th Cheque	R927 221, 77
Councillor's Pension	R 301 427,67
Total employee related costs	R6546023,74

Table 51: Employee Related Costs (including councillor allowances)

## 9. Supply Chain Management (SCM)

The ILM has established a Supply Chain Unit in line with the internal Supply Chain Management (SCM) Policy. The division is headed by Senior Accountant, who reports to the Chief Financial Officer.

The calling for tenders to secure supplies of goods and services is an integral part of SCM, as legislation compels public institutions to procure goods and services through this process. A thorough knowledge of the different phases of the tendering process and the accompanying procedures is therefore necessary to ensure that public officials procure goods and services timeously and according to their requirements.

In line with the Municipal Finance Management Act (MFMA), the Accounting Officer has approved the Bid Committees. The Municipality ensures that the tender process is fair, Transparent, equitable and cost effective.

### 9.1. SWOT Analysis on financial resources within the municipality

Key challenge	Insufficient financial resources within the municipality
Description	Low revenue collection base High dependency on Government Grants Low Economic Growth driven investments

Table 52: SWOT Analysis on financial resources within the Municipality

## 10. Good Governance & Public Participation Analysis

### 10.1. National And Provincial Programmes Rolled-Out At Municipal Level

The municipality adheres to the National and Provincial Programs especially those that have commemorative days such as Human Rights, Freedom, Youth, Women, HIV/AIDS and Activism against Child and Women abuse.

1. Back to school campaign January
2. State of the Nation Address February
3. Human Rights Day celebration March
4. Freedom day celebration April
5. Child Protection Week/Youth month June
6. Men's month July
7. Women's day August
8. Water Week/Heritage day September
9. Elderly month October
10. Aids Day December

PGDS	Impendle IDP	Impendle Targets
<b>Job Creation</b>	EPWP, CWP, Impendle Mill, Cooperatives Development, SMME Support Tourism	EPWP and CWP-1140 Jobs Mill – 25 Jobs Coops – Livestock, Crops & Forestry
<b>Human Resource Development</b>	Early Childhood Development, Enhance Economic & Skills Development	Number of Crèches and Halls Built, Student Financial Assistant, Training of SMME, Coops
<b>Human and Community Development</b>	Seed Provision, Rural and Urban access to secure tenure and shelter with services, DAC and Programs	No. of seeds Distributed to HH, Affordable Housing to every HH
<b>Strategic Infrastructure</b>	Provide Access Roads, Water & Sanitation, Energy	No. of Roads Built, Provide Electric Infrastructure, Waste Water Treatment Plant

<b>Environmental Sustainability</b>	Removal of alien plants, caring for water, Schools environment Campaign, mitigation of land degradation	EPWP/CWP to remove alien plants, Cleanest School, EIA, UKhahlamba Buffer Zone, SDF, EMP
<b>Governance and Policy</b>	IGR compliance, Finance/Admin/Dev Policy, Risk/Fraud and Corruption Management, Functional portfolio committees	Implement IGR resolutions, Adopt and implement policies and SC M, establish and monitor committees
<b>Spatial Equity</b>	Implement PDA and SPLUMB	Development Applications, legal occupation of land, SDF, LUMS

Figure 53: National and Provincial Programmes Rolled-Out at Municipal Level

## 10.2. INTER GOVERNMENTAL RELATIONS

The Cluster Model has led to the establishment of a number of shared service functions in the UMgungundlovu family of Municipalities. This will lead to a better utilisation of scarce skills and resources. Impendle participates in a district-wide shared in the fields of internal audit, performance management, and integrated development planning and information and communications technology. As a result our family of municipalities in the UMgungundlovu District is all benefitting from the scarce resources and expertise available within the district. Each cluster is chaired by a Municipal Manager as indicated in the diagram below. Impendle Municipal Manager chairs the ICT and Communication Shared Service.

### Cluster Model – IGR System and Shared Services

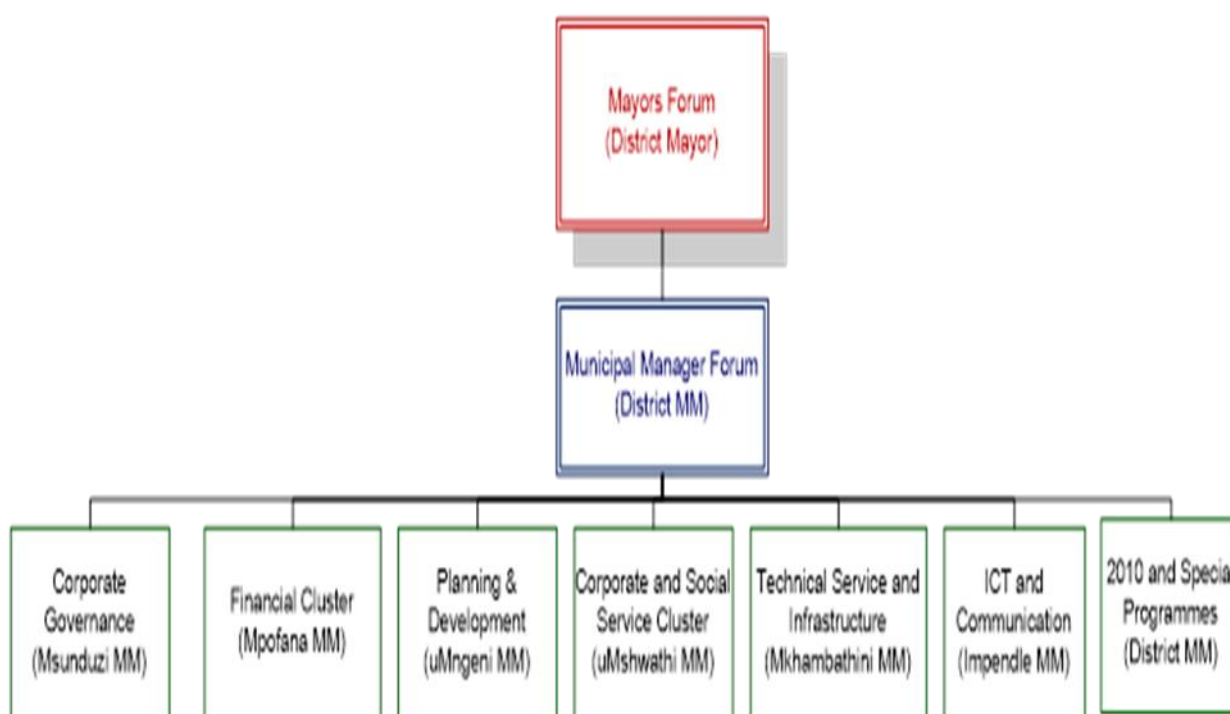


Figure 37: Cluster Model – IGR System and Shared Services

## 10.3. Municipal Structures

Portfolio committees are established with their terms of reference. The Mayor heads the Finance Portfolio. The other portfolio committees are Corporate and Community, Infrastructure and Planning and the Oversight (MPAC).

#### 10.4. Audit Committee

The Municipality intends to extend the appointment/reappoint of the current Audit Committee for the next Financial Year

#### 10.5. Status Of The Municipal Policies

The Policy Manual of the Municipality consists of Admin and Finance policies which are Workshopped to staff in the process of annual review.

#### 10.6. Municipal Risk Management

Risk Management monitoring was performed bi-annually and reported to Management and the Audit Committee; and Risk Assessment was performed for all operational processes on annual basis and reviewed quarterly and reported to Management and the Audit Committee.

#### 10.7. Ten High Risks Identified and Their Mitigation Plans

##### 10.7.1. Office of the Municipal Manager

Risk Number	RISK DESCRIPTION	CAUSES OF RISK	CONTROL MEASURES	Action Plan
MM5	<ul style="list-style-type: none"><li>Failure to implement special programmes.</li></ul>	<ul style="list-style-type: none"><li>Lack of resources (Human/ Financial)</li></ul>	<ul style="list-style-type: none"><li>No control</li></ul>	<ul style="list-style-type: none"><li>Need to Identify special programmes</li><li>Prepare business plans for funding</li></ul>
MM6	<ul style="list-style-type: none"><li>Failure to implement organisational PMS.</li></ul>	<ul style="list-style-type: none"><li>Lack of capacity</li><li>Lack of commitment by some senior management.</li></ul>	<ul style="list-style-type: none"><li>SDBIPs</li><li>PMS Framework and Policy</li><li>MANCO PMS Action Plan</li><li>Internal Audit Activity</li><li>Audit Committee</li><li>MPAC</li></ul>	<ul style="list-style-type: none"><li>Council resolution on assessment panel.</li><li>Quarterly assessment of S57</li><li>Quarterly reporting to Council, MPAC and Audit Committee</li><li>Cascading of PMS to lower levels</li><li>Disciplinary measures on poor performance</li></ul>

MM8	<ul style="list-style-type: none"> <li>Failure to respond in the event of the disaster.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Lightning protector UPS</li> <li>Disaster recovery plan.</li> </ul>	<ul style="list-style-type: none"> <li>To implement the disaster recovering plan</li> <li>To implement Business Continuity Plan</li> <li>Prepare a business plan for funding.</li> </ul>
MM9	<ul style="list-style-type: none"> <li>Inability to monitor the services of external service provider.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of capacity.</li> </ul>	<ul style="list-style-type: none"> <li>No control</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing of all SLA's</li> </ul>

Table 54: Municipal Risk Management by Office of the Municipal Manager

### 10.7.2. Infrastructure and Planning Services Department

Risk Number	RISK DESCRIPTION	CAUSES OF RISK	CONTROL MEASURES	Action Plan
IP1	<ul style="list-style-type: none"> <li>Inability to attract investments.</li> </ul>	<ul style="list-style-type: none"> <li>Land owned privately</li> </ul>	<ul style="list-style-type: none"> <li>LED Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Review LED Strategy</li> <li>Develop implementation Plans</li> <li>Develop business plans.</li> <li>Develop maintenance plan.</li> </ul>
IP4	<ul style="list-style-type: none"> <li>Failure to maintain municipal buildings.</li> </ul>	<ul style="list-style-type: none"> <li>No staff capacity</li> <li>Reliance on subcontractors need high supervision and supply of materials SCM process a challenge where unplanned maintenance required.</li> </ul>		

IP6	<ul style="list-style-type: none"> <li>Non enforcement of Municipal bylaws</li> </ul>	<ul style="list-style-type: none"> <li>No by-laws</li> <li>No. of funding for enforcement</li> <li>No. of staff to use enforce.</li> </ul>	<ul style="list-style-type: none"> <li>No control</li> </ul>	<ul style="list-style-type: none"> <li>Adopt By-Laws.</li> </ul>
IP8	<ul style="list-style-type: none"> <li>Ineffective waste management systems.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of resources.</li> </ul>	<ul style="list-style-type: none"> <li>Illegal dumpsite</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with UMDM</li> <li>Consultation with DEA</li> <li>Recycling initiatives</li> </ul>

Table 55: Municipal Risk Management by Infrastructure and Planning Services Department

### 10.7.3. Corporate and Community Services

Risk Number	RISK DESCRIPTION	CAUSES OF RISK	CONTROL MEASURES	Action Plan
CC5	<ul style="list-style-type: none"> <li>Excessive sick leave</li> </ul>	<ul style="list-style-type: none"> <li>Lack of EAP programs</li> <li>Low staff morale</li> <li>Abuse of sick leave</li> </ul>	<ul style="list-style-type: none"> <li>Doctor's certificate</li> <li>Leave policy</li> </ul>	<ul style="list-style-type: none"> <li><b>Training</b> of employees</li> <li>Monitoring of sick leave on a quarterly basis</li> </ul>
CC6	<ul style="list-style-type: none"> <li>Nonexistence EAP</li> </ul>	<ul style="list-style-type: none"> <li>Lack of capacity</li> <li>Financial constraints</li> </ul>	<ul style="list-style-type: none"> <li>No control</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement EAP plan;</li> </ul>

Table 56: Municipal Risk Management by Corporate and Community Services Department

## 10.8. Public Participation Analysis

There are four (4) Ward Committees made up of 10 members each for all four (4) Wards and four (4) Ward Administrators who perform the Secretarial work for the Ward. The Municipality uses these structures to involve communities in the affairs of the Municipality. The Municipality plans to hold 4 IDP Representative Forum meetings and two (2) Izimbizo in the next financial year.

### 10.8.1. Ward Committee Functional Assessment

The Municipal ward committee functionality assessments are done on Quarterly Basis using the COGTA assessment tool and are submitted to COGTA for their oversight role.

### 10.8.2. Public Participation Program

As with the preparation of the IDP, the public participation process in the IDP Review Process is institutionalised – in order to ensure that all residents have an equal right to participate.

The following participation mechanisms are proposed:

### **IDP REPRESENTATIVE FORUM:**

The Forum will represent all stakeholders and will be as inclusive as possible. Additional organizations will be encouraged to register and participate in the Forum throughout the process.

### **WARD COMMITTEES:**

- These structures represent the communities. They'll be encouraged and trained to participate meaningfully and advocate the needs of the communities they represent

### **MEDIA:**

Amongst other means, the local press will be used to inform the community of the progress with respect to the 2014/2015 IDP review. Where possible the local radio stations will also be utilized.

### **IZIMBIZO**

The District will collaborate with Local Municipalities in organizing joint izimbizo as mass meetings. There will be a two-way communication on the planned programmes and budget.

### **IDP BOOKLET /POPULAR VERSION**

The Municipality prints and makes available the IDP Booklets. This document is user friendly and pocket size so that stakeholders are able to refer to it anytime, anywhere. In addition, this is a simplified IDP approach. There is a translated version of the IDP in isiZulu.

### **FLYERS**

Flyers are printed and distributed for information dissemination about the services of the Municipality

### **CALL CENTRE AND CUSTOMER-CARE CENTRES**

The District has a call centre that operates 24 hours. Communities can use the hotline. There are also customer-care centres spread across Local Municipalities. Copies of the IDP are placed at these centres.

#### **10.9. Combined SWOT Analysis**

In order to assess the outputs from the SDMP project for Impendle a SWOT assessment was undertaken only of the key issues identified in that project. A summary of the SWOT analysis is outlined below and is inclusive of the full SWOT contained in the previous 2009/10 Impendle IDP as well as inclusion of the SWOT undertaken in the SDMP.

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#### **Strengths**

- Human resources – Sufficient labor force
- Availability of land – Enough for new development and investments
- Geographical location – Drakensberg World Heritage Site, Midlands Meander close by
- Natural resources (rivers, mountains, grass lands)
- Historical features such as rock art – attraction for tourism

#### **Weaknesses**

- The poor condition of Schools (Sub-standard infrastructure)
  - Poor access to water and sanitation
  - Poor road infrastructure and accessibility
  - Scattered settlement patterns making it difficult and costly to provide services
  - Land claims and acquisition processes are too slow.
  - Lack of youth programs and social awareness campaigns
  - Municipality does not have sufficient staff capacity to manage and implement all municipal plans
-

<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Tourism – unrealised potential</li> <li>• Agriculture – high value agricultural land underutilised</li> <li>• Potential for growth and investment opportunities in the nodes as the commercial sector is under-developed</li> <li>• Potential for processing of agricultural produce</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Rugged Terrain</li> <li>• Degraded land – soil erosion</li> <li>• Alien plant invasion threatens agricultural land and biodiversity in ecosystems</li> <li>• Extreme Weather Conditions</li> <li>• Poor Access - bridges washed away.</li> <li>• Poverty and jobless People</li> <li>• Uncompleted projects</li> <li>• Lack of skills in general and migration of local skilled people</li> <li>• HIV/AIDS</li> <li>• Crime</li> </ul>
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Table 57: Combined SWOT Analysis

### 10.9.1.Strategic Response to the SWOT Analysis

RESOURCE	POSITIVE ABILITIES	STRATEGIC SUSTAINABILITY	CAPACITY
Land	Cultivation	Agriculture	Small Scale Commercial, Community Gardens, Stock, Poultry
	Economic Growth and Development	Production, Processing, Commercial, Services Provision, Residential	Business Centre, Housing, Industrial, Commercial
	Reservation	Public Open Space Nature Conservation	Parks, Sport fields
Water	Surface water for domestic and agricultural use	Quality water available from wilderness areas	District function
Human	Labor	Employment, Workforce, Skills	Large workforce

Table 58: Strategic Response to the Strengthens

### 10.9.2.Strategic Response to the Weakness's

NEGATIVE IMPACTS	CAUSE	STRATEGY	CAPACITY
Service backlogs	Unfinished and collapsed projects	Fully functional LED component with clear programmes	Secure funding
Lack of formality in the urban area	Funding	Conduct research study	Infrastructure and Planning Department
	Noncompliance – Planning		
Institutional issues	Organogram	Municipal recovery plan, Staff, Councillors and Ward Committee Training	All departments, ILM, LGSETA, DBSA, Treasury
Low revenue	Very limited rates base	MPRA	ILM
Unemployment, poverty and illiteracy	Lack of industries, equipment, institutions of higher education	Identification of suitable land, buy-in of land owners and farmers, FET college –	ILM, State land, Land owners and farmers

		Impendle campus	associations
<b>Scattered settlements</b>	Rural set-up	Encourage formalisation – LUMS	Town Planning / SDF / LUMS

Table 59: Strategic Response to the Weakness's

### 10.9.3.Strategic Responses to the Opportunities

POTENTIALS	RESOURCE	STRATEGY	CAPACITY
<b>Infrastructure Development Programmes</b>	MIG, Available machinery and equipments	Establishment of projects for infrastructural development and maintenance	<b>Infrastructure and Planning Department</b>
<b>LED Strategy</b>	UMDM, Tourism and Agriculture	Implementation of the strategy	<b>LED component</b>
<b>Intervention of Public and Private sector (PPP)</b>		<b>Strengthen IGR</b>	<b>Mayor and MM</b>

Table 60: Strategic Responses to the Opportunities

### 10.9.4.Strategic Responses to the Threats

NEGATIVE IMPACTS	SOURCE	STRATEGIC SUSTAINABILITY	CAPACITY
<b>Population Dynamics</b>	Migration, death rate	Increase job and educational opportunities	<b>Industries and colleges</b>
<b>Rural Set-up</b>	History or Tradition	Maintain minimum standards	<b>ILM</b>
<b>HIV/AIDS</b>	Epidemic	HIV/AIDS programme, partnership with NGOs and Dept of Health	<b>Department of Community Services</b>
<b>Crime</b>	<b>Lack of moral skills, motivated youth, unemployment</b>	<b>Municipal collaboration with SAPS' CPFs</b>	<b>ILM, SAPS, OTP, Social Organizations</b>

Table 61: Strategic Responses to the Threats

## 11. Key Challenges

The key issues are indicated in the table below and linked to type of issue and responsibility in terms of the allocation of powers and functions.

PRIORITY ISSUE	SOCIO-ECONOMIC	INFRASTRUCTURAL SERVICES	Institutional Transformation and Organisational	Good Governance and Public Participation	RESPONSIBILITY
<b>Community hall and crèche</b>	X	X			ILM, DOH
<b>Backlog in the delivery of appropriate infrastructure services (upgrade local roads, water to new sites), street lights &amp; shelters</b>	x	X			ILM, UDM

High rate of crime	X	X	X	ILM & SAPS
High rate of functional illiteracy and poor skills base and ABET esyazama school	X			DOE
Agricultural development ( support small scale farming) & fencing of road to protect cattles	X	X		DEARD, DRD&LR
Increase the bursary budget and accommodate more children	X			DOE, ILM
Electricity , water and toilets to new sites	X	X		ESKOM
Old age home		X	X	DSD
Mobile clinic for old people & a place for them to work and support their projects	X		X	DOH & ILM
Lighting conductor	X	X		UMDM
Equitable access to housing	X	X		DHS
Community halls & crèche	X	X		ILM
Upgrade & maintain the existing sport grounds and build new ground in local areas & parks and recreation	X	X		DOSR
High rate of functional illiteracy and poor skills base	X		X	DOE
ATMs & Shopping mall within Impendle village	X	X		ILM & UMDM

Table 62: key issues

## **12. SUKUMA SAKHE: Key IDP Interventions**

### **12.1. Food Security**

#### Issue detail

Food security is a serious issue for households in Impendle. Food security refers to a situation where a household is assured of a daily food supply with a reasonable nutritional value. It manifests itself in the type of food that people consume, frequency of certain combinations of food and total lack of food.

#### Action

The municipality seeks to address this by:

- Promoting food safety net projects.
- Promoting small-scale farming and crop production.
- Promoting income-generating projects.
- Protecting natural resources through settlement patterns that enhance resource protection
- Promoting awareness creation about nutritional value

### **12.2. Illiteracy and Poor Skills Base**

#### Issue detail

According to statistical information supplied by the Municipal Demarcation Board, 7642 People have not received any formal education and can be regarded as illiterate. 12 516 people in Impendle have primary education.

#### Action

Due to the high rate of illiteracy and skills training it is important for Impendle Local Municipality to engage relevant non-governmental organizations, and other stakeholders in the delivery of adult basic education. This includes the establishment of centers for skills training.

### **12.3. Meeting the Needs of the Targeted Groups**

#### Issue detail

The youth is among the most vulnerable segments of the society and are exposed to crime, unemployment, poor education, poor access to sports and recreation facilities, drug abuse diseases such as HIV/AIDS. In Impendle Municipality, the youth accounts for more than half of the population and live in conditions characterized by extreme shortages of social facilities and services as well as declining employment opportunities. Other targeted groups with special needs include the aged, disabled and orphans.

#### Action

Development targeting these groups will be achieved by means of special programs including the provision of facilities, upgrading of pension pay-point areas and community awareness campaigns.

To meet the needs of the youth group, other strategies to be considered will be access to education, employment opportunities, access to sports and recreation facilities, drug abuse programmes, HIV/AIDS awareness and programmes.

## **HIV/AIDS**

Impendle Local Municipality sees HIV/AIDS as a crosscutting issue, which should be addressed in all development sectors and programs.

#### Strategies:

Link up with National initiatives for prevention of HIV/AIDs.

Each sector is to review development projects and programmes in relation to accounting for HIV/AIDS. E.g. water sector to ensure designs for new water schemes, for instance, should take into account the impact of HIV/AIDS both in the short and long term.

## **Service Delivery**

### Issue

Impendle Municipality is poorly provided with basic services and can be classified as having major infrastructural backlogs. Serious backlogs exist in the delivery of services such as bulk water, electricity and major link roads. The quality of roads in the traditional authority areas is generally poor and requires substantial upgrading and maintenance. Key to future development of Impendle is the roll out of National and Provincial road infrastructure which will serve to link this into the wider sub-regional economy.

### Action

The IDP provides for an integrated approach to service delivery with a particular focus being paid to the following:

- Water
- Access roads
- Major arterial roads
- Sanitation
- Waste disposal
- Delivery of Public Facilities

Impendle Local Municipality area is characterised by massive backlogs in the delivery of social facilities such as schools, clinics, police stations and sports and recreation facilities. The aims and objectives of this program will be achieved by means of engaging the relevant government departments and leveraging funding for the delivery of the necessary facilities.

The following are some of the desired outcomes of these programs: Service delivery according to acceptable basic norms and standards, e.g. teacher pupil ratio:

- A clinic within 5km radius, etc.
- Access to early childhood facilities
- Youth development programs based on the existing infrastructure
- Access to information, which implies need for an information centre

## **12.4. Access to Land and Housing**

The land ownership pattern within the Impendle Municipality reflects a complex pattern of Ingonyama Trust, private freehold and state owned land. The majority of households in Impendle reside in Nxamalala and other Traditional Authority areas and on freehold and state owned land. A small proportion of the people reside on commercial farms as either labour tenants or farm dwellers. Impendle state land has also been a bone of contention for a long period of time. The Department of Rural Development and Land Affairs program seeks to address these issues and to contribute to the achievement of a national target of redistributing more than 30% of agricultural land in 15 years. In this instance, it is recommended that re-distribution focuses on the state land and the freehold land where people are settled and agricultural potential cannot be realized because of ownership issues. Freeing up high potential agricultural land in these areas is top priority to redistribution and economic development.

## D. Vision, Goals, Objectives & Strategies

### 1. Vision

“A Vision is an effect, something to be pursued for accomplishment, a dream, the desired future, an end, etc. The characteristics of a good vision are: realistic (based in reality to be meaningful for the organisation); credible (believable to be relevant); attractive (inspire and motivate those in the organisation); and the future of an organisation”.

The Municipality amended the previous vision and replaced it with the new vision, as follows:

OLD VISION	NEW VISION
“By the year 2017, the Impendle Municipality would have provided the majority of the people and households with sustainable access to their social and economic development needs and basic services”	“A better life for all people of Impendle through provision of sustainable access to basic services thus promoting stabilized of social cohesion and economic development”

### 2. Mission

“A Mission is a cause, something to be accomplished, a statement of purpose of the institution, etc. A mission serves as a filter to separate what is important from that is not. The characteristics of a good mission are: target group (which markets will be served); how (the manner in which target group will be served); “it should communicate” sense of direction; and “should address” SMART principles (must be specific, measurable, achievable, realistic and time-bound)”.

The Municipality amended the previous mission and replaced it with the new mission, as follows:

OLD MISSION	NEW MISSION
Impendle Municipality will strive for realisation of the vision through its integrated development plan and the Batho Pele principles by: <ul style="list-style-type: none"><li>➤ Facilitating delivery of appropriate services and community facilities within acceptable norms and standards</li><li>➤ Creating sustainable job opportunities and facilitating growth in the local economy</li><li>➤ Creating opportunities for self-advancement for previously disadvantaged members of the community</li><li>➤ Facilitating</li></ul>	Impendle Municipality will strive for the realisation of the vision through its Integrated Development Plan, Back to Basics and the Batho Pele principles by: <ul style="list-style-type: none"><li>➤ Facilitating delivery of appropriate services and community facilities within acceptable norms and standards;</li><li>➤ Creating sustainable job opportunities and facilitating growth in the local economy;</li><li>➤ Creating opportunities for self-advancement for previously disadvantaged members of the community;</li><li>➤ Facilitating environmentally sustainable development and enhancement of the quality of the environment;</li><li>➤ Building a responsive, caring and accountable Local Government; and</li><li>➤ Creating an enabling environment for everyone to play a meaningful role in the affairs of the Municipality.</li></ul>

<p>environmentally sustainable development and enhancement of the quality of the environment</p> <p>➤ Building sufficient capacity for the efficient and effective implementation of local governance.</p>	
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### 3. OBJECTIVES AND STRATEGIES

#### Municipal Development Strategies and Alignment with National and Provincial Plans

##### 12.4.1.Municipal Transformation and Institutional Development

OJECTIVES	STRATEGIES	MEASURABLE OUTPUTS	PERFORMANCE MEASURES/INDIC ATORS	ANNUAL TARGETS
To ensure optimal Institutional Structure for efficient and effective service delivery	Review and Implement Organogram with adequate capacity	Adopted organisational structure	Date of Adoption	2016/05/30
To Provide skills development programme for staff, Councillors and the unemployed	Secure funds for Skills Development programmes	Budget Spent for Workplace Skills Plan and Seta programmes	Actual Amount Spent	R6 000 000 + R200 000 + FMG
	Ensure that critical vacant posts are filled, in line with the Work-study Analyst's recommendations	To ensure that Critical Skills Gaps are addressed	Date of Submission of Work-study analysis to Council	Dec-15
To improve access to basic levels of services	Prepare Departmental Reports to Council	Submission of agenda items/reports to the MM for inclusion in the Council agenda	Date of submission of agenda items/reports to the MM for inclusion in Council agenda	12
To ensure that the Employment Equity Targets are met	To implement the Employment Equity policy	Employment Equity target groups employed	No of people from Employment Equity Target Group employed in the 3 Highest level of management	2
		Update Employment Equity Report	Date of Submission	2016-05-30
To ensure that critical post are filled	Fill all vacant funded post	Funded vacant posts (other than S57 posts)	No of Funded vacant Posts filled	9
To ensure adequate Human Resource Management	Annual review of HR Policies	Review HR Policies	Date of Review	2016-0530
			Date of Approval	2016-05-30
To Promote Employee Wellness and Health and Safety	Annual Review of Employment Wellness and Health	Review of Health and Wellness Policies and Programme	Date of Adoption	2016-05-30

	and Safety Policy			
	Organise/conduct Health & Wellness Programmes	Wellness and safety programmes implemented	No of programmes undertaken	
To Improve the standard of administrative and auxiliary support	To Review Records Management Policy	Records Management Policy and implementation programmes conducted	Date of Adoption	2015-05-01
	Develop of Council, LLF, Sports and Portfolio Committee Meetings calendar	Council Meetings Calendar Adopted	Date Adopted	2015-07-01
		Monthly meetings with the Council	No of Council Meeting held	12
		Monthly meetings with the Corporate and Community Portfolio Committee	No of meetings held	4
		Meetings with the Local Labour Forum (LLF)	No of meetings held	4
		Monthly meetings with the Sport Portfolio Committee	No of meetings held	4

Table 63: Municipal Transformation and Institutional Development

### 1. Good Governance and Public Participation

OBJECTIVES	STRATEGIC OBJECTIVES	MEASURABLE OUTPUTS/PROJECTS	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
To promote effective Good Governance within the district Family of Municipalities	Participate in the IGR within the District	Prepare Mayor's Forum resolutions for submission to MANCO and Council	No. of reports from Mayor's Forum meetings submitted to Council	4
		Prepare MM Forum resolutions for submission to MANCO and Council	No. of MM Forum meetings attended	4
		Prepare ICT Cluster resolutions for submission to MANCO and Council	No. of ICT and Communications Cluster is held	4
To provide reasonable assurance on the adequacy and effectiveness of internal control systems	Development and implementation of Annual Audit Plan	Approved Audit Plan	Date of submission of Risk Based Annual Audit Plan	1
		Quarterly Audit Reports submitted to Council	No. of Audit Reports submitted	10

To provide reasonable assurance on the adequacy and effectiveness of the Audit Committee	Implementation of the Audit committee charter	Coordinate the Audit Committee Meetings		4
Ensure accountability on the affairs of the Municipality	To conduct Oversight Role of Council through MPAC	Hold Quarterly MPAC Meetings	No. of MPAC Meetings Held	4
To provide reasonable assurance on the adequacy and effectiveness of Risk Management	Quarterly Monitoring of the Risk register	Reviewed Risk Register	Reviewed Risk Register	4
To ensure accountability through performance driven operations	Development of the SDBIP	OPMS reviewed and implemented	Date of submission of SDBIPs	1
			No. of Municipal Performance Reports submitted	4
	Development of Sec 56 Performance agreements with performance plans	IPMS for Section 56 / 57 Managers reviewed and implemented	No. of Performance agreements signed	4
			No. of Section 56 / 57 employee appraisals conducted	4
To ensure that the Public is kept informed	Conduct community dialogues/debates on issues	Annual Report developed and adopted	Date of adoption by Council	1
		Oversight Report adopted	Date of adoption by Council	1
Development project lists to be included in the Municipality's IDP	Development of the IDP Process Plan	adoption of the IDP Process Plan	date of Adoption	
To ensure integration of developmental programs and projects in the Municipal area	Develop comprehensive IDP Document	Holding IDP Rep Forum Meetings	2 Rep forum meetings conducted	2
		A credible IDP developed	Date of adoption of Draft IDP	1
		A Credible IDP adopted.	Date of adoption of final IDP	1
To ensure that the Public is kept informed	Ensure Effective Functioning of Ward Committees	Quarterly Minutes of ward Committee Meetings	No. of Minutes of the ward committee meetings	16

			submitted	
Provide a secure IT infrastructure which delivers appropriate levels of data Confidentiality, Integrity and Availability.	By ensuring that the ISS Policy is being implemented from the security side	Monthly checks up on functional of devices	No. of check-ups on functional of devices	12
To ensure that ICT service providers contracts are up to date	Review of Developed and sign SLAs	Signed SLAs	No. LSAs signed	2
To promote A close alignment between IT and Business Units.	Monitoring and Supervise implementation of Policies	Annual Review ICT Policies by ICT Steering Committee	Number of reviewed ICT Policies submitted for Council Adoption	1
Focussing on the continuous Development of People, Processes and Technology	Ensure reliable IT business process systems high availability to the end users	Municipal training of users on basic end user application	No of training courses conducted	4
To Review and update the Turnaround Strategy		Reviewed Strategy	Date of Adoption	1

Table 64: Good Governance and Public Participation

## 2. Service Delivery and Infrastructure Development

OBJECTIVES	STRATEGIC OBJECTIVES	MEASURABLE OUTPUTS/PROJECTS	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
To ensure accountability on service delivery	Coordinate the activities of the portfolio committee for infrastructure and Planning	Hold Portfolio Meeting	No. of Meeting	4
To improve access to basic levels of services	Prepare and Implement a departmental business plan	Developed Business Plan/Progress Report on the Implementation of the plan	No. of Business Plans/Progress Reports Submitted to Council	9

Table 64: Service Delivery and Infrastructure Development

### 3. Social and Economic Development

OBJECTIVES	STRATEGIC OBJECTIVES	MEASURABLE OUTPUTS/PROJECTS	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
	Hold Meetings with Sports Council	Hold quarterly meetings	No of Meetings held	4
To Promote sports and recreation	Facilitating Annual Sport Events	Hold annual sports events (Sport Against Crime, Easter Tournament, Marathon)	Number of sports events	3
		Participate in SALGA Games	Date of the Event	'December 2015
To Promote Youth Development	Conduct youth summit	Conduct Youth Summit	Date Held	Jun-16
To effectively manage and coordinate HIV/AIDS response throughout the Municipality	Annual Review of the strategy	Reviewed the HIV & AIDS Strategy and commemorate World's Aids Day	Date Reviewed and Adopted and date held	1
	TO Implement HIV/AIDS Programs as per the Plan	Programmes Implemented	No. of Program Implemented	7
	Early Childhood Development		No of Children's programmes	5
		Support Elderly Activities	Hold Elderly Wellness Programmes Games	6
	To promote local writers	Ubuciko Bokubhala	Support to emerging writers/poets	2
	Critical Skills Awareness Expo	Conduct Annual Career Expo	No of Career Expo conducted	2016-03-15
To promote Economic Development	Capacitating Development of co-operative and SMMES	Capacity Building Workshop	Number of workshops conducted	4
		Implement LED and Poverty alleviation Programs	Number of programmes Implemented	3
To create conducive environment for job creation	Development of Economic Development Policies	Reports submitted to Council	No. of reports submitted to council	2
To create job opportunities	Implementation of EPWP and CWP	Business plan for labour intensive programmes	No. of Jobs created	68 + 1080

Table 65: Social and Economic Development

#### 4. Cross Cutting

OBJECTIVES	STRATEGIC OBJECTIVES	MEASURABLE OUTPUTS/PROJECTS	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Promote sustainable Land Use Management	Implementation of the SPLUMA	Process SPLUMA Development Applications on regulated time	Percentage of Development Applications Completed on time	100%
	Resolve Land Management issues	Attend to land issues	Number of Land issues Resolved	5
Provide research and plan outputs as required	GIS support to all units of the ILM	Shared Services Reports	No. of GIS support reports submitted	12

Table 66: Cross Cutting

#### 5. Sound Financial Management and Viability

OBJECTIVES	STRATEGIES	MEASURABLE OUTPUTS	PERFORMANCE MEASURES/INDICATORS	ANNUAL TARGET
To improve expenditure control		Monthly reconciliation of bank balances (Bank Reconciliations)		12
		Monthly reconciliation of Creditors	Number of Reconciliations	12
		Payment of creditors	Creditors Age Analysis	Within 30 days
		Compliance with prescribed dates of monthly returns (Section 71 Reports)	Number of monthly returns	12

		Compliance with prescribed dates of annual returns	Date of Submission	May-13
To promote accountable financial management	Ensure that the Municipality does not regress in its Audit opinions and get Disclaimer	Acquire an electronic record-keeping system with an off-site and on-site backup storage	Number of review meetings on electronic record-keeping system	4
		Implement Standard Charts of Accounts (SCOA) properly in allocation of accounts	Number of committee meetings on Implementation of SCOA	4
To promote effective Budgeting and Treasury	Ensure that the Municipality budgeting planning, reporting and monitoring processes are effective	Develop a budget process plan	Number of Committee meetings on developing a budget plan	1
		Revive Budget Steering Committee	Number of Budget Steering committee	4
		Provide monthly budget reports to ManCo on monthly basis	Number of budget report meetings to ManCo	4
		Engage HODs about their budget on regular basis	Number of meetings with HOD's	12
	Ensure expenditure is properly managed including the Capital Expenditure (CAPEX)	Report to ManCo on the Municipality's expenditure monthly	Number of report back meetings to ManCo	12

		Report on CAPEX to indicate Municipality's spending on capital projects, in line with Infrastructure Plan	Number of report back meetings to CAPEX	12
		Report on MIG expenditure and report to National Treasury	Number of report back meeting on MIG expenditure and report to National Treasury	12
		Develop procurement plans against business plans and budget	Number of meetings on developing procurement plans, business plans and budget(SDBIP)	1
To improve the budgeting and reporting processes		Budget / IDP Process Plan Approved by Council	Date of Submission and Council Resolutions	30-Aug
		Submission of all monthly returns (Section 11 Reports)	No. of returns submitted	12
		Submission of all quarterly returns	no of returns submitted	4
		Submission of all Budget Information (BI) annual returns	no of returns submitted	2
		AFSs submitted on time	Date of submission	30-Aug
		Revaluation of assets and review of economic life span	Revaluation Report	30-Jun

		Fixed Asset Register reconciled with General Ledger	Number of reconciliations	12
To improve the procurement system		No. of days to place an order	No. of days for requisition less than R30 000 to be converted to a purchase order outstanding	5 days
		No. of days to finalise specification of Bid / Tender reduced	No. of days	Within 15 days
		No. of days to finalise evaluation of Bid / Tender	No. of days from close of tender	Within 15 days
		No. of days between the evaluation process and the adjudication process	No. of days taken to adjudicate	Within 15 days
		Legislative compliance (including completion of declaration of interest from Supply Chain and Finance Personnel) m by	No. of days taken to adjudicate	
To ensure Revenue Enhancement	Ensure revenue is properly managed and enhanced	Develop revenue management strategy	Number of meetings on developing revenue management strategy	1
		Identify new revenue sources	Number of meetings on identifying new revenue sources	4

To ensure effective supply of goods and services	Ensure that there is effective debt management	Develop debt recovery strategy	Number of meetings on developing debt recovery strategy	4
	Ensure that Supply Chain Management (SCM)	Workshop staff and Council on SCM process	Number of Workshops for staff and council on SCM processes	1
		Facilitate the development of procurement plan	Number of facilitation meetings of development of procurement plan	4
To ensure proper assets management	Ensure that the assets are managed properly	Conduct an evaluation and verification of assets	Number of evaluation and verification of assets meetings	12
		Do an asset reconciliation	Number of assets reconciliation meetings	12

		Develop an asset register	Number of meetings on developing an asset register	1
	Ensure that there is compliance with Municipality Property Rate Act (MPRA)	Develop an MPRA register	Number of meetings on developing an MPRA register	1
		Provide Update on data- cleansing of MPRA	Number of meetings on updating data- cleansing of MPRA register	4
	Ensure that Impendle is viable financially	Develop strategy for ensuring that the Municipality has sufficient funds for their activities	Number of meetings on developing strategies for ensuring that the Municipality has sufficient funds for their activities	1
		Request funding agencies to response to funding agencies request	Number of meeting with funding agencies	4
To improve income control		Total No. customers – billed	Number of customers billed/Total No, of Customers-database (%)	100%
		Cash collected from customers	No. of days outstanding	Within 30 days
		Suspense Account Reconciliation	Monthly reconciliation of Suspense Account	12

		Property Valuation roll	Revised Valuation Roll	01 June 2014
		Weekly Banking	Reviewed Weekly Banking Report	52 weeks
		Debt coverage ratio	Ratio [(Total operating revenue received) – (operating grants received) / debt service payments due, including interest and capital]	16:01
		Outstanding service debtors to revenue	No. of days debtors are outstanding (Total outstanding debtors / Actual revenue received for services) x 100	30 days
		Cost coverage ratio	Ratio [All available cash at a particular time) + (Investments)- Conditional grants)]/ Monthly fixed operating expenditure)	01:01
		Quarterly collection rate on billings	% Collection rate (Total receipts for services/ Total billings for services)	75%
		Percentage growth in revenue collected by the municipality as a % of projected revenue target	% Growth in revenue collected (Actual revenue collected for this quarter/ Targeted revenue collection for this quarter) – (Actual revenue collected previous quarter/ Targeted revenue collected previous quarter) x	80%

			100%	
		Grants as a % of revenue received	% Achieved (Total grants received/ Total revenue received) x 100 (DORA)	25% own revenue
		R debtors outstanding as a % of revenue received for services	% Achieved (Total outstanding debtors/ Actual revenue received for services) x 100	Nil
		% of debt over 90 days	% of debtors >90 days (Total outstanding debtors >90days/ Total outstanding debtors) x 100	100%
		Debtors collected as a % of money owed to the municipality	% Debtors collections (Actual revenue received for services/ Total outstanding debtors) x 100	100%

Table 67: Sounds Financial Management and Viability

## E. Strategic Mapping and Implementation Plan

### 1. Strategic Mapping

#### 1.1. SDF/ SDMP Report Outline and Purpose

Impendle Municipality is in the process of finalizing its Spatial Development, Local Economic Development and Environmental Management frameworks. It was decided that due to the integrated nature of these three frameworks, it would make sense to have them produced within one document so that there is consistency and balance between the opportunities and constraints and how this resolves itself spatially.

The SDMP comprised three phases: the Inception phase, the Status Quo or Situational Analysis phase, and the Integration phase where all three frameworks are brought together and arising from this, recommendations made for implementation. The process therefore had to cover the following:

- Preparation of a project charter or business plan
- A Situational Analysis or Status Quo Report
- A Spatial Development Framework report
- An Environmental Management Framework
- An Economic Development Framework

- An Implementation Framework (including business plans for projects arising out of the SDMP)

The Spatial Development Framework, Economic Development Framework and Environmental Management Framework together with the Implementation Framework were integrated into one report during the third phase of the process.

Public participation during this process was through interviews with councilors (for the Economic Framework), workshops with Ward Development Committees and community committees in the nodal areas. The aim was to get an understanding of the spatial, environmental and economic issues which were of concern to local communities.

## 1.2. Key Underpinnings of the SDMP

The SDMP is underpinned by a set of principles that are common to all three frameworks. These principles are sustainability, good governance, cost-effectiveness (in terms of service delivery particularly), integration, competitive advantage, diversity and environmental management.

With these basic principles in mind, the **conceptual framework** for the SDMP is built on the concepts of:

- **Accessibility:** generating a broader and greater set of opportunities and provide access to these opportunities on a sustainable basis. This concept drew strongly on the guidance provided by the NSDP and KZN PSEDs which identifies a grid of accessibility across the province.
- **Landscape:** that there are basically three distinct landscapes – urban, rural and wilderness – and the balance between these essentially provides that “sense of place” that people experience and identify with. This concept helped to clarify the role and function of settlements within Impendle and what parameters should define the different types of settlement and land use.
- **Sustainability:** in the context of this SDMP this means that sustainability of the natural ecosystems and resource base is essential to protect the irreplaceable life support systems on which human well-being, and particularly rural livelihoods, depends.

The municipal vision was acknowledged, but in addition, a spatial vision and set of objectives was added. This spatial vision is:

*“The long term spatial vision for Impendle is to manage the spatial form of its human settlements and activities in a manner that preserves environmental integrity, while promoting local economic development in a way which recognises that it is only through careful stewardship of the natural resource base which will allow future generations to continue to live and work sustainably within the municipality.”*

The SDMP objectives are set out as follows:

- Place Impendle more firmly on the accessibility grid through the improvement of link routes through the municipality.
- Contain settlement within urban edges which will have the effect of increasing the cost-effectiveness of service supply, creating more sustainable environments for human settlement and for local economic development and most importantly, prevent encroachment into productive agricultural and natural environments which should be maintained for income generation and biodiversity purposes.
- Promote land use management practices that take cognisance of Impendle’s unique position as a critical water source and catchment area for the uMngeni River Catchment and the uMkomazi Rivers, both major water resources within the Province.
- Promote healthy agricultural land use management practices and sound agricultural practices that will enhance Impendle income through its agricultural outputs and ensure the sustainability of production from its agricultural lands in the long-term.
- Promote land use management practices that ensure the long term sustainability of the natural environment both in terms of prevention of degradation by maintaining biodiversity; included in this

objective is to maintain the approaches or buffer to the Ukuhlamba – Drakensberg Park World Heritage Site.

- vi. Promote land use management practices that will enhance both the natural and built environment making the municipality attractive to tourists and enable the establishment of a range of tourism opportunities.
- vii. Ensure that the objectives can be implemented on the Ingonyama Trust land within the municipality.

The **current spatial form** of the municipality is one that is dictated to a large extent by a combination of the rugged topography (western Impendle), the agricultural potential (largely eastern Impendle) and the road infrastructure combined with land tenure patterns which have given rise to the particular settlement patterns within the municipality.

The **proposed spatial form** in the SDF / SDMP 2010 review has been built up on the different layers of landscape, accessibility, environment and economy and provides a long term view (50 years) for the Municipality to strive towards achieving.

The **landscape layer** defines those areas within Impendle that can be classified as urban landscapes (where the nodes are identified for further growth and investment), the rural landscapes which comprise scattered and/or low density rural settlement as well as agricultural areas (grazing and arable) and wilderness landscapes which are those areas that have been proclaimed as nature or game reserves (eg. within the UDPWHS) or are considered important enough to warrant special management or protection.

The **environmental layer** was built up through an integration of data on vegetation types, species data, transformation threats, biodiversity targets and optimum resource utilisation. This resulted in a two areas – negotiable and non-negotiable in the planning and development domain. A non-negotiable area is considered to be an irreplaceable and highly significant area that needs to be maintained in its natural state in order to ensure the continued existence and functioning of species and ecosystems and the delivery of critical ecosystem services. The negotiable areas are essentially the remainder of the municipality and are areas which are not essential for meeting biodiversity targets but which still play an important role in supporting the ecological functioning of non-negotiable areas and assisting in delivering ecosystem services that support socio-economic development such as water provision, carbon sequestration<sup>1</sup> and sustainable rural livelihoods.

The **economic land use framework** guides the location of future economic activities relating specifically to conservation, settlement (including business / commerce) and agriculture. This framework stresses that the effects of poor and inefficient land use systems will have a negative impact on the economic development potential of high potential agricultural land as well as on the economic potential of the settlements and nodes/centres within Impendle. It stresses that from an economic point of view, settlement edges need to be defined and adhered to. It examines the economic potential of conservation areas, areas where there should be limited grazing only, and arable land potential and opportunities. The tourism potential of the area is a prime focus of the economic framework, principally because of Impendle's proximity to the Ukuhlamba-Drakensberg Park World Heritage Site, but also because of its own, as yet, unrealised potential. The business or commercial framework focused on the need to create a greater degree of local income circulation rather than the current income leakage out of the municipality. The possible roles the different development nodes could play in creating a "ring of markets" is discussed as is the potential to expand production opportunities.

The spatial and infrastructural framework is in essence, an **accessibility framework**, which focuses on four main issues:

- Making Impendle municipality part of a Provincial through route, and not a peripheral area off the main routes, in other words, placing it firmly on the provincial accessibility grid

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<sup>1</sup> The removal and storage of carbon from the atmosphere in carbon sinks (such as oceans, forests or soils) through physical or biological processes, such as photosynthesis. Planting forests is a way of increasing carbon sequestration. This long-term storage of carbon mitigates the effects of global warming (Sources: [www.greenfacts.org](http://www.greenfacts.org) and Wikipedia)

- Through setting out policy principles on the levels of service and levels of accessibility, direct further development away from the sensitive area close to the UDPWHS and as far as possible, out of the buffer zone of the Park
- Encourage the development of the small, existing settlements that will be on, or very close to the proposed new provincial through route in order to improve the opportunity for sustainability of these settlements. Capital investment will therefore be directed away from sensitive areas and towards areas of greater economic opportunity
- Through the same policy principles on levels of service and accessibility, encourage only certain nodes to grow, and contain the spread of the remaining rural settlements so that they do not compromise the potential of arable and grazing lands, or of ecologically sensitive areas which provide both ecosystem goods and services, as well as provide potential income from tourism.

This section highlights the accessibility model for World Heritage Sites and Conservation Areas and suggests how Impendle fits practically into that model. Detail on the model is provided in the SDMP phase 3 reports.

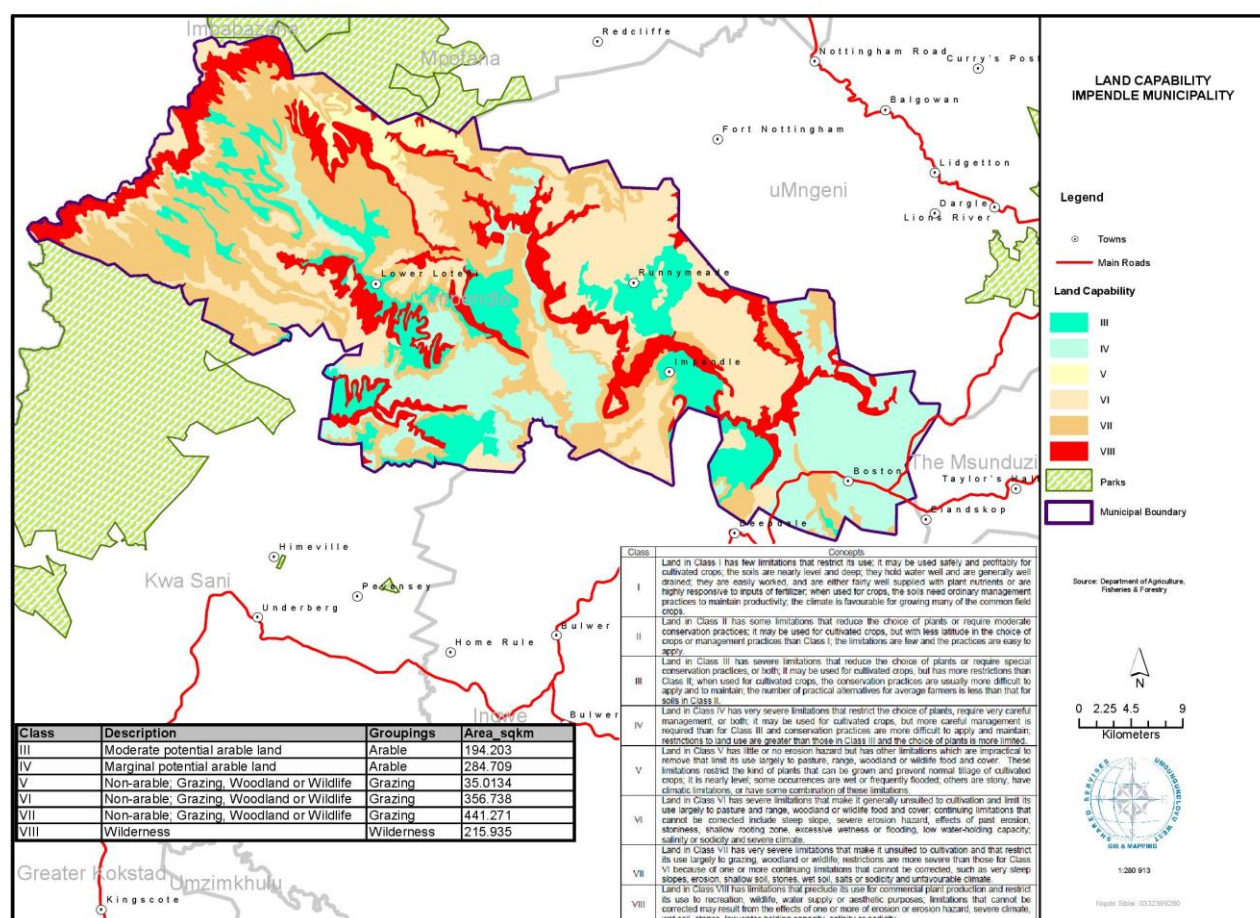


Figure 37: Impendle Municipality Land Capacity

### 1.3. Outcomes and Guidelines for the Land Use Management System (LUMS)

The outcomes of the SDMP are summarised below:

- The non-negotiable areas are recognised spatially and practically as areas in which no development should compromise the ecosystem functions; these areas cover all of the proclaimed nature reserves both within and outside of the UDPWHS, as well as irreplaceable areas (in terms of EKZNW C-Plan) outside of proclaimed reserves.
- In the negotiable areas, where additional development is permitted (conditional use), cognisance must be taken of ecological link corridors which allow for movement of species to help preserve biodiversity; cognisance must also be taken of areas with high potential for agriculture.

- iii. High potential agricultural areas must be preserved for agriculture and land use controls and zoning will reflect this.
- iv. High water yield areas must be protected in order to maintain that critical resource for long-term sustainability.
- v. In areas of greater development pressure around some of the identified nodes, management areas have been proposed; these management areas will be a mix of land use with land use controls set out to manage development and stop the spread of settlement beyond defined urban, or settlement edges and to control the density of development within the settlements inside of the management areas. Proposals are made to tie these management areas into institutional structures within the municipality and as partnerships between the municipality and the community through the ward committees.
- vi. Outside of the management areas there are a number of rural settlements that will also have controls to prevent further settlement spread; to control type of land use and prevent further densification of development within those areas.
- vii. It is proposed to upgrade the current road network on the route from the Dargle area, through to Impendle then on to Underberg and the Eastern Cape as part of Department of Transports inter-provincial network development. This will place Impendle on the national public transportation grid and provide opportunities for investment and growth in the Management Areas each of which is strategically located along a major transport route.
- viii. It is proposed to create a tourism route out of the Himeville – Lotheni – Nottingham Road route, with the road maintaining its gravel surface in keeping with the principles of accessibility within the buffer zone and of the model as set out in section 3.2.6 of the SDMP.

The table below summarises the intention of the SDMP in terms of the development of the nodes within the proposed management areas within Impendle:

AREA / NODE	Incorporates the following:	Key characteristics and development controls
<b>Standard controls for all nodes / centers in Impendle</b> <b>Intent: to make the town/nodes more efficient economically and more cost-effective to service and to make them more attractive to investment</b>		<ul style="list-style-type: none"> <li>• Urban edge defined, allowing for expansion of commercial/service area and of residential areas up to that boundary (realistic growth projections must be taken into account)</li> <li>• Densification permitted within the nodes</li> <li>• Maximum lot size to be stipulated for residential purposes</li> </ul>
<b>Standard controls for all rural settlements in Impendle</b> <b>Intent: to limit settlement sprawl and ensure that the rural character of the area is retained, with land use activities predominantly agricultural in nature.</b>		<ul style="list-style-type: none"> <li>• Settlement edge defined, allowing no further expansion of residential area further densification permitted within the rural settlements; i.e. a minimum lot size to be stipulated which ensures rural character of settlement retained</li> </ul>
<b>Impendle Management Area</b>	<b>Impendle Town</b>	Principal administrative centre for the municipality, multi-functional service centre for business/commercial and residential purposes
	Gwanovuga, Ntshinini, Nhlabankosi, Gomane (e), GaKeta, Gomane (w), Fikesuthi, Smilobha, Sithunjwana, Phindangeni, Kamensi	Rural settlements which are to remain as rural settlements with a defined settlement edge with no further densification permitted. Other than basic level services, commercial and business applications are to be directed towards Impendle Town.
<b>Nzinga Management Area</b>	<b>Nzinga node</b> Nzinga / Mzumbe and Cibelihle (Compensation),  Dwaleni, Enguka, Shiyabantu,	Commercial and service centre for the surrounding rural settlements. Cibelihle, by virtue of its existing density, is considered a second growth node within this management area  Rural settlements which are to remain as rural

<b>Stoffelton - Ntwasahlobo Management Area</b>	Godcini, Shellfish, Mgodi (e), Mgodi (w), Mkomaze, Ukukhanya, Clairvaux Mission Station area	settlements with a defined settlement edge with no further densification permitted. Other than basic level services, commercial and business applications are to be directed towards the Nzinga node. The settlements and their surrounding land are focused on the agricultural potential of the Nzinga valley
	<b>Stoffelton node</b> Ntwasahlobo	Commercial and service centre for the surrounding rural settlements. Ntwasahlobo by virtue of having an existing mix of land use (school, shops) is a second node within this management area
	Isupaneng, Clerence, Brotheni/ Netherby, Makhuzeni upper, Makhuzeni lower, Mkhomozana settlements	Rural settlements which are to remain as rural settlements with a defined settlement edge with no further densification permitted. Other than basic level services, commercial and business applications are to be directed towards the Stoffelton node. The focus in this management area is the protection of the high value agricultural land surrounding the settlements and going down to the Mkhomazana River
<b>Stepmore – Mqatsheni Management Area</b>	<b>Stepmore node</b> Mqatsheni	Lower order service and limited commercial and tourism centre, located on the proposed Tourism route from Nottingham Road through Lower Lotheni to Himeville. Existing services to be maintained and no higher level of services provided. This node is recognised as a long-established settlement, but it is close to the UDPWHS and well within the buffer zone of the Park. The urban edge should allow for some additional growth, but this should be limited with any substantial growth or expansion directed towards better opportunities and service levels at the other nodes in the municipality (eg. Nzinga, Impendle, Stoffelton)
	Stepmore – Mqatsheni link Bucklands Farm, Vauxhall, Littledale, Maguswana,	These rural settlements are well within the buffer zone of the Park and very close to the Park boundary. For that reason, no further densification should take place outside of the defined Stepmore node (commercial and residential area). Mqatsheni is outside of Impendle and within KwaSani Municipality but the two areas are connected and should be managed as one. Mqatsheni is a long established settlement (over 100 years) and therefore existing services should be supported. As far as possible, however, it should remain as a limited services area with limited agricultural development which must take into account the sensitivity of the area and the boundary of the Park.
<b>Ngqiya Node</b>	<b>Ngqiya Rural Settlement</b>	The character of the rural settlement should be maintained with limited level of service provision. The focus is on livestock and small scale agricultural production
<b>Boston Node</b>	<b>Boston node</b>	Agricultural service centre with emphasis on specialist services rather than residential development which should remain limited. Focus is on protecting the high value agricultural land surrounding the node.
<b>Lower Lotheni Node</b>	<b>Lower Lotheni node</b>	Tourism node which forms gateway to UDPWHS for the resorts in this area. Specialist service centers with no

Table 68: Intention of SDMP

## **1.4. Land Use Management System**

### **1.4.1. Parameters for a Land Use Management System**

Research into guidelines for Land Use Management Systems has been undertaken under the auspices of the KwaZulu Natal Planning and Development Commission.

In light of the rural nature of the Impendle Municipality, it is likely that a Rural Scheme Policy would be the most appropriate method of approach to land use management.

Tools to land use management include land use management schemes, clauses and conditions, by-laws, licensing, general property information, valuation rolls etc.

Local Area Development Plans have been used as a means of coordinating and promoting development, particularly in identified development nodes in Management Areas where land consolidation and acquisition is critical to achieving economic growth and development in these areas.

A Town Planning Scheme exists for the Impendle Village. This lies outside of, but surrounded by the Tribal Area boundary, and is administered in terms of the Town Planning Ordinance, No. 27 of 1949, as amended. This will need to be reviewed from time to time particularly in the light of the delegation of planning functions to Local Municipalities in terms of the Planning and Development Act.

Ideally a spatial planning unit should be established as part of the municipal staff structure to administer the LUMS and associated scheme clauses in all identified urban areas (Management Areas) and rural areas. A full description of institutional arrangements proposed for planning is included in the SDMP report.

### **1.4.2. Programs and Projects for the Development of Land**

The following programs flow from the above:

- The setting up of a unit and/or mechanism to cover spatial planning in the municipality including a Council Sub-Committee to consider planning matters and report to Council
- The setting up and regular updating of a data base to include:
  - The cadastral base plan for the municipality
  - Satellite imagery
  - Land use
  - The Spatial Development Framework
  - Rural Scheme Policy
  - The Impendle Town Planning Scheme
  - Any other information relevant to spatial planning
- To participate in the District level planning initiatives and forums.

The following projects are put forward:

- Review of the Spatial Development Framework on a 5 year basis
- Preparation of a Land Use Management System which will include a policy for rural areas
- Review of the Rural Scheme Policy on a 5 year basis
- Review of the Impendle Town Planning Scheme on a 5 year basis

- Setting up of a GIS and related computer system to store and update planning information
- Annual updating of planning information
- Setting up and maintaining a development application administrative system
- Preparation of Management Area plans for identified nodes and management areas – this includes defining the urban and rural settlement edges
- Agricultural Report to cover promotion of agriculture and land reform
- Local Tourism Plan
- Water Resource Management Plan
- Review of the Environmental Management Framework on a 5 year basis

The above programs and projects will need to be refined, business plans prepared, and costs set out. These would need to be included in the Council's capital investment framework.

### **1.5. Strategic Assessment of the Environmental Impact of the Spatial Development Framework**

The existing environmental information has been taken into consideration in preparation of the Spatial Development Framework (SDF) input.

Once a more refined SEA/EMP has been prepared, this will need to be included as part of a review of the SDF.

Every development proposal will need to include both a planning and environmental assessment at an appropriate level of detail as a minimum requirement for submission.

### **1.6. Alignment with the District Spatial Development Framework**

Alignment of the SDF should be coordinated at a District level through its IDP Alignment Program. The IDP Program for Alignment is identified as a critical area in particular as far as it relates to those projects which have a cross-border influence such as tourism and infrastructure projects.

The SDMP has identified areas of non-alignment: the principal anomaly is the identification of the regional link to the Eastern Cape from the Midlands. The District SDF has that link as the proposed tourism route from Nottingham Road through Lotheni to Himeville and Underberg. This SDF review (SDMP) identifies this regional link as being from the Dargle area of the Midlands, through Impendle Town, Nzinga and Stoffelton through to Underberg directly. This links the main nodes of Impendle into a regional access corridor and draws the main transport activity with associated nodes away from the boundaries of the UDPWHS.

The District IDP Alignment Programme should review the SDFs of the municipalities adjoining Impendle within uMgungundlovu District as well as those municipalities within Sisonke District. Section 4.4 of the SDMP details all the alignment issues.

## **2. Implementation Plan**

### **Projects**

Strategic Objective	Name of projects	KPI	2015-2016	2016-2017	2017-2018	Responsibility
To provide all weather access roads	Swamp main road	No. of Km	1,164,000.00			Technical
	Qwabe Main Road	No. of Km	1,680,000.00			Technical

	H Road	No. of Km	1,752,000.00			Technical
	Kwagasa Road	No. of Km	996,000.00			Technical
	Ngqiya Road	No. of Km	840,000.00			Technical
	Silayeni Road	No. of Km	1,224,000.00			Technical
	Nqiyi Road	No. of Km	840,000.00			Technical
	PMU	No. of Km	550,000.00	550,000.00	550,000.00	Technical
	Makholweni Road	No. of Km		4,560,000.00		Technical
	Asia Road	No. of Km		3,600,000.00		Technical
	VB Road	No. of Km		1,716,000.00		Technical
	Stepmore Esikhaleni	No. of Km		2,280,000.00		Technical
	Mlaba Road	No. of Km			1,116,000.00	Technical
	Tsatsi Road	No. of Km			3,480,000.00	Technical
	Lindokuhle Road	No. of Km			2,160,000.00	Technical
	Gomane Road	No. of Km			1,320,000.00	Technical
	Nhlabamkhosi road	No. of Km			2,186,211.12	Technical
	Lower Makhuzeni	No. of Km			984,000.00	Technical
	Nhlathimbe Road	No. of Km			1,440,000.00	Technical
<b>To provide Communities with Facilities for Social Activities</b>	Phindangene Hall and Creche	No. of Facilities	3,361,150.00			Technical
	<b>Total</b>		<b>12,407,150.00</b>	<b>12,706,000.00</b>	<b>13,236,211.12</b>	Technical
<b>To provide HH with electricity</b>		<b>No of HH with Connections</b>				
	<b>All Wards</b>		<b>6,000,000.00</b>	<b>-</b>	<b>-</b>	Technical

Table 69: Implementation Plan-projects

## **F. Financial Plan and Budget**

### **1. Financial Plan**

#### **1.1. Revenue Raising**

The most significant revenue of Impendle Municipality is from grants received from national and provincial governments. Own income of Impendle is rates income; refuse removal levies and other income like renting of halls and burial fees.

The Municipal Rates Act has been implemented as from 1 July 2011 and will broaden the revenue base of council although compilation of valuation roll will cost more than the revenue that will be raised.

The refuse removal tariffs will be determined to cover the cost to render the service in order for the service to be economical.

The data cleansing activity will be implemented to ensure that all accounts rendered are correct and an indigent register will be implemented. Those consumers that do not qualify as indigents will be subject to strict credit controls measures to ensure that services rendered are paid for.

#### **Revenue Property rates**

- The municipality has adjusted property rates in line with the 5% inflationary increase as guided by National Treasury circular 74. However, due to low cash collection rate the municipality has been forced to budget for a much higher income forgone. This is as a result of a high debtors book that accumulates monthly but we have plans to intensify or cash collection. The municipality will also embark on a data cleaning project and Provincial Treasury and Provincial CoGTA is assisting with state debtor verifications.
- The municipality is mostly funded by grants revenue that comprise 74 % of total capital and operational revenue.
- Revenue enhancement will be key as vacant land that was not transferred to the municipality by the Department of Land Affairs has been finalised. The municipality will be issued with the title deed before 30 June 2015.

#### **Investment Revenue**

- At 0.002% the municipality envies that conditional grants will be utilised in full.
- This is in line with the amended performance agreements for Section 56 managers accountable to the Accounting Officer.
- Due to the amended performance agreements, there is a buy in from management and officials to perform as service delivery has been delayed to the community. Stakeholders such as Eskom, contractors and others have been engaged to fast track all backlogs thus reducing conditional grant revenue being utilised for investment revenue generation.

#### **Service Charges**

- There is a slight increase at 6% from previous year's budget in refuse removal. This is in line with National Treasury circular.

### **Own Revenue**

- VAT to be collected has been budgeted for representing 2% of total revenue. The municipality is engaged in the process of investigating different forms of revenue generation but investments from the state and private sector is vital to achieve this objective.
- Land transfer also needs to be conducted and completed urgently to achieve the above objective.
- The municipality is in a process to establish a traffic unit through a Public Private Partnership which would result in traffic fine revenue generation.
- Facility rentals have been budgeted according to contractual agreements in place which specify the annual percentage increase.

## **1.2. Asset Management Strategy**

An asset management policy will be implemented by council which will ensure that all assets are maintained properly and insured. All assets will be marked and an asset count will be performed at least once a year. Due to the sharp rise in fuel cost all trips must be planned carefully and must be authorized by the relevant head of department. Obsolete and uneconomical assets will be disposed off as determined in the procurement policy.

## **1.3. Capital Financing Strategies**

Capital funding at Impendle is limited to grant funding and therefore the priorities for capital expenditure should be carefully selected. It is essential to raise additional grant funding by having regular contact with funding departments and by submitting business plans and by reporting monthly as required by the Division of Revenue Act. The objective must be to spend the grants fully to prevent unspent funds to be claimed back by the granting department.

## **1.4. Operational Financing Strategy**

Operational expenses will be funded from normal revenue streams like own revenue and equitable share. Strong financial management must be exercised in this MTF period.

## **1.5. Strategies That Will Enhance Cost-Effectiveness**

In any organization it is necessary to strive for cost effectiveness. The effectiveness of departments and services provided will be subject to value for money reviews. It is expected that these reviews will activate cost savings. The service delivery will focus on functions allocated to council by proclamation. No unfunded mandates will be carried out but functions such as libraries and other provincial functions will only be delivered on an agency basis with full cost recovery from the relevant provincial department. The performance of staff will be monitored to ensure that a productive and efficient staff component provide the services of council efficiently and effectively.

## **2. Budget**

### **2.1. Process Followed**

- Council adopted budget process plan in August 2014
- The Mayor established a Budget Steering Committee in terms of section 4 chapter 2 of Government Gazette No. 31804
- Management and Mayor met to compile this annual budget on the in March 2015 on numerous occasions.
- Expenditure items were budgeted according to item and vote planning per department.
- DORA allocations from both National and Provincial Treasuries were used to determine the 2015/16 annual allocations to Impendle LM for the annual budget.
- Council approved the draft annual budget on the 30<sup>th</sup> March 2015 and thereafter after the IDP/Budget roadshows were conducted in all four wards of the municipality in April and May 2015
- Comments and inputs from all stakeholders were considered.
- The budget steering committee met again on the 18<sup>th</sup> May 2015 to deliberate on the budget.

### **2.2. The Budget Approach**

- The anticipated 2015/16 Surplus of R3,2m is made available as contribution to internally funded capital expenditure for the 2015/16 annual budget.
- GFS/Standard Classification was acknowledged in the process.
- Powers and functions were used as a guiding tool
- Tariff of charges were escalated but planning tariffs were not accounted for. These will be accounted on adjustment as the municipality does not foresee a strong building development taking place.
- Company contribution on medical aid was calculated on SALGA's collective agreement where 60% of employee's monthly premium for medical aid is cost to employer. There has been a slight change in medical aid as there is an increase of membership as a result of the December annual change and new applications that were processed.
- Annual operating expenditure budget for 2015/16 was drawn up based on the zero budget and budget incremental approach. The capital annual budget was drawn up on the gazetted allocations by both National and Provincial Treasuries and the zero based budget approach. Section 57 salaries were increased by the cost of living inflationary increment applicable to permanent staff employees with effect from 01 July 2015. This is a pattern following the directive from Bargaining Council.

### **2.3. Focus Areas**

The budget focuses on the following priorities as identified in the IDP:

- Implementation of Municipal Property Rates Act
- Upgrading or construction of Access Roads
- Improvement of Public participation
- Support for Local Economic Development initiatives
- Provision of Free Basic Services
- Development of Human Capital (internally within the municipality and externally in partnership with the Dept of Education and other relevant Stakeholders)
- Upgrading of information and communication systems (internally in the municipality and externally through service providers)
- Electrification Programme
- Construction of Impendle Mill
- Small Town Rehabilitation

- Sivananda Crèche and Skills Training Centre

## 2.4. Capital and Community Up-Lifting Projects 2014/2015

As Part Of The Operational Budget The Following Were Major Community Up-lifting Allocations:

### Budget Allocation Community Uplifting Projects

Community Project	Allocation
Job Creation – Through EPWP	R1 255 000
Training Of Young People Interns And In Service Training	R232 000
Exposing Young People – Student In Various Career Opportunities	R40 000
Tertiary Reservation CAO And Bursaries	R440 000
Poetry And Novel Writing Skills Ubuciko Bokubhala	R40 000
Sport & Maintenance Of Facilities	R630 000
Youth	R180 000
Children	R60 000
Elderly	R200 000
Disable People	R120 000
Disaster Relief	R120 000
Hiv/Aids	R150 000
Provision Of Free Electricity	R2 900 000
Promote Art Culture And Heritage	R300 000
Local Economic Development	R300 000
Repairs And Maintance Of Buidlings	R300 000
Repairs And Maintance Of Roads	R500 000
<b>Total</b>	<b>R7 615 000</b>

Table 70: Budget Allocation Community Uplifting Projects

## 2.5. Budget Allocation Infrastructure Development

Municipal Infrastructure Grant (Mig) & Electrification		
Mig-Facilities	Halls And Creches	R4 000 000
Mig-Roads	New Roads	R8 063 000
Electricity	All Wards–New Programmes	R6 000 000
<b>Total</b>		<b>R18 063 000</b>

Table 71: Budget Allocation Infrastructure Development

### Breakdown of Infrastructure

Projects As Prioritised			
Ward	Project Name	Funder	Allocation
W1 – P1	Upper Makhuzeni Hall	Mig	R12 063 000
W1 – P2	Kwa Thunzi Road	Mig	
W2 – P1	Qwabede Road	Mig	
W2 – P2	Swamp Main Road	Mig	
W3 – P1	Phindangene Hall & Creche	Mig	
W4 – P1	Silaheni Road	Mig	
W4 – P2	H Road	Mig	

W1;2;3 & 4	National Electrification	Department Of Energy	R 6 000 000
<b>Total</b>			<b>R18 063 000</b>

Table 72: Breakdown of Infrastructure

## 2.6. Project Management Unit – 5% Of Contract Amount

### Budget Allocation Administration

Item Description	Allocation
Employee Related Costs – Officials	R17 397 126
Employee Related Costs – Councillors	R 2 199 760
General Expenditure	R25 160 557
<b>Total</b>	<b>R44 757 444</b>

Table 73: Budget Allocation Administration

## 2.7. Proposed 2015/16 Tariffs

	Units	2015/16	2014/15	2013/14
Rates Certificate	Each	R121.00	R110.00	R100.00
Graveyard	Grave Site	R77.70	R77.70	R77.70
Hall Hire	Hour	R121.85	R114.95	R104.50
Hall Hire-Sassa	Per Day	R558.80		
Refuse	Government Residential Business	R1949.00 R497.57 R1939.29	R1835.68 R469.41 R1829.52	R1 639.00 R438.70 R1 633.50
Thusong Conference Centre	Hour	R176.37	R174.62	R134.20
Library – Copies	Per A4 Page (A4)	R1.00	R1.00	R1.00
Library – Printing	Per Copy (A4)	R2.50	R2.50	R2.50
Library – Faxing Local (033 Code)	Per Page (A4)	R5.00	R5.00	R5.00
Library – Faxing Outside (033 Code) & Emails (086 No.)	Per Page (A4)	R6.50	R6.50	R6.50
Rates-Residential	Cents In Rand	R0.009555	R0.009555	R0.012
Rates-Farmland		R0.002389	R0.002389	R0.003
Rates-Small Holdings		R0.002389	R0.002389	R0.003
Rates-Industrial				
Rates-Commercial		R0.009555	R0.009555	R0.012
Rates-Multi Purpose		R0.009555	R0.009555	R0.012
Rates-State Owned		R0.009555	R0.009555	R0.005
Psi Properties				
Rates-Itb (Communal)		R0.009555 R0.002389 R0.000096	R0.009555 R0.002389 R0.000096	R0.005
Tenders Fees	Per Document	R350.00	R350.00	R350.00
Billboards	Per Quarter	R300.00	Rnil	Rnil
Lot 52 Room Rental	Per Month	R769.56	R726.00	R660.00
Market Stalls	Small Monthly	R124.76	R117.70	R110.00
	Medium Monthly	R137.24	R129.47	R121.00

	Large Monthly	R174.67	R164.78	R154.00
Taxi Permits	Per Taxi Per Annum	R522.37	R492.80	R440.00
Tlb Hire	Hour	R667.42	R629.64	R629.00
Tractor Hire	Hour	R166.74	R157.30	R148.40
Thusong Services Centre Rental	Square Metre	R106.48	R96.80	R88.00
Social Development	Square Metre	R46.59		
Atm Rentals	Monthly	R4389.00		

Table 74: Proposed 2015/16 Tariffs

## 2.8. Budget Summary 2015/16

### Executive Summary of a Balanced Annual Budget for Three Consecutive Years

	2015/2016	2016/2017	2017/2018
REVENUE			
Equitable Share Grant	32 943 000	32 909 000	31 995 000
Conditional Grants	23 627 000	23 217 000	25 564 000
Property Rates and other income	18 599 916	19 119 000	22 259 000
Contribution from surplus of preceding year			
Total Revenue	75 169 916	75 245 000	79 815 000
EXPENDITURE			
Salaries and Allowances	18 399 272	19 790 000	21 161 000
General Expenses	39 997 784	39 427 000	41 940 000
Councillors Remuneration	2 199 760	2 410 000	2 577 000
Repairs and Maintenance	1 220 000	1 250 000	1 312 000
Capital Expenditure	13 353 100	12 368 000	12 825 000
Total Expenditure	75 169 916	75 245 000	79 815 000
Surplus/(Deficit)	0	0	0

Table 75: Executive Summary of a Balanced Annual Budget for Three Consecutive Years

NB: The annual budgeted Operating Expenditure (OPEX) for 2014/15 financial year amounts to R 40 967 419, 00.

### Dora Allocations for 2015/16 Financial Year

Finance Management Act grant-FMG	1 800 000
Municipal System Improvement Grant-MSIG	934 000
Equitable Share-ES (after adjusting for R5m withdrawn)	32 943 000
Municipal Infrastructure Grant-MIG	12 063 000
Library Grant	553 000
Library Services-Cybercadet	170 000
EPWP	1 255 000
National Electrification	6 000 000
Total	55 714 000

Table 76: Dora Allocations for 2015/16 Financial Year

## 2.9. Fiscal Overview

In order to counter the ever rising inflation rate we have either decreased or increased the municipal revenue and expenditure accordingly. Property rates and tariffs have increased using the legislated formulae incorporating the necessary MPRA Section 17 rebates and the municipal policy deductions as reviewed. The municipality does anticipate conditional grants that would not be spent by the end of June 2014. These can be the National electrification, MIG, Small Town Rehabilitation and Corridor funds. The necessary roll-over applications will be done should the municipality be in a position not to spend all its conditional grants before 31 August 2014. The necessary adjustments will be catered for in the adjustments budget once the outcome is known from National Treasury in relation to the anticipated rollovers. Stringent measures need to be undertaken by the municipality to curb any possible withdrawals as well as expedite service delivery to the community of Impendle.

## 2.10. Investments

Conditional grant funds are invested on call accounts and utilised when required. Currently Call accounts have been opened with ABSA, Standard Bank and NED Bank to keep each and every conditional grant separately from the municipal primary account. All receipts and payments are made to and from the municipal primary account. These will be closed off on the 30<sup>th</sup> June 2014. And should there be unspent conditional grants by the 1<sup>st</sup> July 2014. New call accounts will be opened with the financial institutions offering a better rate of interest.

No	Bank	Account Number
1	NedBank	037881012463000021
2	Standard Bank	636864901
3	Standard Bank	636863484
4	Standard Bank	636863476
5	Standard Bank	258541326-004
6	ABSA	9280671957
7	ABSA	9286205518
8	ABSA	9287282125
9	ABSA	9287813716
10	ABSA	9286914797
11	NedBank	037881012463000023
12	NedBank	037881012463000024
13	NedBank	037881012463000025
14	NedBank	037881012463000026
15	NedBank	037881012463000027
16	NedBank	037881012463000028

Table 77: New Call Accounts

## G. Annual Operational Plan (SDBIP)

During the process of the Strategic Planning, the Municipality identified strategies to address challenges to ensure that the Municipality returns “**Back to Basics**” in delivering the services while addressing their culture to embrace the **Batho Pele** principles.

The Strategic Planning was designed in a way that it sought to assist the Municipality not to “invent the wheel” when considering their Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), Performance Management and reporting to different structures like Provincial and National Treasury and the Department of Cooperative Governance and Traditional Affairs (COGTA) on Key Performance Areas identified for Municipalities, but to use the same planning and reporting tools for its activities.

The key to implementing the Strategic Planning, lies in the following issues to consider:

- Isolate implementation plans and come up with a plan of action to implement them;

- Identify short-term, medium-term and long-term implementation plans and isolate them accordingly;
- Different Municipal Departments, take action plans that affect their Departments and further develop measurable detailed plans for monitoring and evaluation purposes;
- Ensure that implementation plans form part of the individual official's SDBIPs;
- Develop a monitoring and evaluation tool, to ensure that plans are being implemented and achieved.

**1. Basic Services: Creating Conditions for Decent Living**

Strategic Objectives	Action Plans	When	By Whom	Resource Requirement	Reporting/ Compliance Structure
Ensure that the District provides water and sanitation in an effective and efficient manner	<ul style="list-style-type: none"> <li>➤ Do an assessment of water and sanitation backlog in Impendle</li> <li>➤ Do a development project list for projects to be included in the Municipality's IDP and submit them to the District</li> <li>➤ Revive reporting procedures for District Committee members</li> </ul>	<ul style="list-style-type: none"> <li>➤ By 30/06/16</li> <li>➤ By 30/06/16</li> <li>➤ By 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial</li> <li>➤ Human</li> <li>➤ Human</li> </ul>	<ul style="list-style-type: none"> <li>➤ IDP Forum, Technical Cluster, District Infrastructure Com</li> <li>➤ ManCo, Council</li> </ul>
Ensure that the Municipality plays a facilitating role in the provision of people of Impendle with decent housing	<ul style="list-style-type: none"> <li>➤ Review Housing Sector Plan</li> <li>➤ Develop housing project list for projects to be included in the IDP and submitted to the Department of Housing (DoH)</li> <li>➤ Submit business plans to DoH for roll-over funding</li> </ul>	<ul style="list-style-type: none"> <li>➤ On 30/06/15</li> <li>➤ On 30/06/15</li> <li>➤ On 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial</li> <li>➤ Financial</li> <li>➤ Financial</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council and DoH</li> </ul>
Ensure that electricity is put in the majority of the areas in Impendle	<ul style="list-style-type: none"> <li>➤ Do an Electrification Sector Plan</li> <li>➤ Develop business plans based on backlog per ward</li> <li>➤ Do a project list to be included in the IDP and be submitted to the Department of Energy (DoE), for funding</li> </ul>	<ul style="list-style-type: none"> <li>➤ By 30/06/16</li> <li>➤ By 30/06/16</li> <li>➤ By 30/06/16</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial</li> <li>➤ Financial</li> <li>➤ Financial</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council and DoE</li> </ul>
Ensure waste management that is in line with the regulations at Impendle	<ul style="list-style-type: none"> <li>➤ Comply with environmental legislation, for example NEMA, by registering and legalising the dump site</li> <li>➤ Comply with legislation with regards operational issues of the dump site, regarding health and safety issues</li> </ul>	<ul style="list-style-type: none"> <li>➤ By 30/08/15</li> <li>➤ By 30/08/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial and Human</li> <li>➤ Financial and Human</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council and Department of Environmental Affairs (DEA)</li> </ul>

Ensure that main and access roads are built and maintained at Impendle	<ul style="list-style-type: none"> <li>➤ Do business plans for new roads and submit to MIG for funding</li> <li>➤ Submit business plans for roads to be transferred to Department of Transport (DoT)</li> <li>➤ Develop roads maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/16</li> <li>➤ 30/06/15</li> <li>➤ 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial and Human</li> <li>➤ Financial &amp; Human</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council, DoT</li> <li>➤ ManCo, Council, DoT</li> <li>➤ ManCo, Council</li> </ul>
Ensure that Impendle has an efficient and effective public transportation service that is accessible to the public	<ul style="list-style-type: none"> <li>➤ Develop Impendle Public Transportation Sector Plan</li> <li>➤ Develop business plan for taxi rank to be included in the IDP and submitted to relevant funders/donors</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/17</li> <li>➤ 30/06/17</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial &amp; Human</li> <li>➤ Financial and Human</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council, DoT</li> <li>➤ ManCo, Council, DoT</li> </ul>
Ensure that the Municipality's buildings are maintained and budgeted for	<ul style="list-style-type: none"> <li>➤ Develop an Infrastructure Maintenance Plan</li> <li>➤ Do assessment of the conditions of each Municipality's building</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/16</li> <li>➤ 30/06/16</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial &amp; Human</li> <li>➤ Financial &amp; Human</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council</li> </ul>
Ensure that there is a Disaster Management Plan for Impendle	<ul style="list-style-type: none"> <li>➤ Develop a Disaster Management Plan</li> <li>➤ Establish a Disaster Response Team to do assessments when disaster occurs</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/10/15</li> <li>➤ 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Human</li> <li>➤ District</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council</li> <li>➤ ManCo, Council, District Forum, Provincial Disaster Management Centre</li> </ul>
Ensure that Impendle has proper Land Use Management	<ul style="list-style-type: none"> <li>➤ Establish ownership for land parcels and acquire all land that belong to the Municipality</li> <li>➤ Develop Municipal by-laws in relation to land use</li> <li>➤ Review town planning scheme</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/15</li> <li>➤ 30/11/15</li> <li>➤ 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Human</li> <li>➤ Human</li> <li>➤ Human</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council</li> <li>➤ ManCo, Council</li> <li>➤ ManCo, Council, COGTA</li> </ul>
Ensure that Impendle has suitable infrastructure for network coverage	<ul style="list-style-type: none"> <li>➤ Do assessment of network coverage at Impendle</li> <li>➤ Invite proposals from network service providers to provide infrastructure and network</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/15</li> <li>➤ 31/08/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Human</li> <li>➤ Financial</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council, ICT Cluster</li> </ul>
Ensure that	➤ Develop and implement a	➤ 30/06/16	➤ Technical	➤ Financial	➤ ManCo,

there is attainable spatial development	Spatial Development Framework for the entire Impendle		Services/IDP	al	Council
Ensure that there is a credible Indigent Register	<ul style="list-style-type: none"> <li>➤ Engage Ward Councillors and Ward Committees in verifying the indigent register</li> <li>➤ Do ITC verification for all people in indigent register</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/15</li> <li>➤ 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Finance</li> <li>➤ Finance</li> </ul>	<ul style="list-style-type: none"> <li>➤ Human</li> <li>➤ Financial</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council</li> <li>➤ ManCo, Council</li> </ul>
Ensure that Impendle has Local Economic Development (LED) Strategy	<ul style="list-style-type: none"> <li>➤ Develop and implement an LED strategy</li> <li>➤ Identify land availability for commercial and industrial development</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/07/16</li> <li>➤ 31/07/16</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services/IDP</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial</li> <li>➤ Financial</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council, Economic Development</li> </ul>
Ensure that there is sustainable Agricultural Development at Impendle	<ul style="list-style-type: none"> <li>➤ Develop programmes, through the involvement of the Department of Agriculture and Rural Development (DoA&amp;RD) which will prioritise and promote agricultural activities</li> <li>➤ Develop working committee for land and agriculture</li> <li>➤ Identify and keep register of all small-scale farmers</li> <li>➤ Request DoA&amp;RD to identify types of crops that are suitable for Impendle conditions and climate</li> <li>➤ Ensure that conducive environment is created for land availability for industries that will process food value chain</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/11/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Human</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council, DoA&amp;RD</li> </ul>
Ensure Tourism Development is promoted at Impendle	<ul style="list-style-type: none"> <li>➤ Develop Tourism Sector Plan</li> <li>➤ Do an assessment of arts and culture products that are available</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/16</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council, Department of Arts and Culture</li> </ul>
Ensure proper environment management at Impendle	<ul style="list-style-type: none"> <li>➤ Develop an Environmental Management Sector Plan</li> <li>➤ Develop a plan for allocating cemeteries to the public</li> <li>➤ Develop a register of all cemeteries with owners, for those that are already occupied</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/16</li> <li>➤ 30/11/15</li> <li>➤ 30/11/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> <li>➤ Technical Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Human &amp; Financial</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Council, DEA</li> </ul>

Ensure proper monitoring of consultants for infrastructure projects	➤ Develop and implement a reporting time-table for consultants on implementation progress of infrastructure projects	➤ 30/06/15	➤ Technical Services	➤ Human	➤ ManCo, Council
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Table 78: Basic Services: Creating Conditions for Decent Living

## 2. Good Governance

Strategic Objectives	Action Plans	When	By Whom	Resource Requirement	Reporting/ Compliance Structure
Ensure the effectiveness of the Council	<ul style="list-style-type: none"> <li>➤ Develop calendar for all Council meetings for the year</li> <li>➤ Have a resolutions register and ensure it forms part of agenda for all meetings</li> <li>➤ Implement all Council resolutions</li> </ul>	<ul style="list-style-type: none"> <li>➤ By 31/05/15</li> <li>➤ Monthly</li> <li>➤ Monthly</li> </ul>	<ul style="list-style-type: none"> <li>➤ Municipal Manager (MM)</li> <li>➤ Committee Officer</li> <li>➤ MM</li> </ul>	<ul style="list-style-type: none"> <li>➤ Com Officer</li> <li>➤ ManCo</li> <li>➤ ManCo</li> </ul>	<ul style="list-style-type: none"> <li>➤ Speaker MEC for COGTA &amp; AG</li> </ul>
Ensure the effectiveness of Municipal Public Finance Committee (MPAC)	<ul style="list-style-type: none"> <li>➤ Develop calendar for all MPAC meetings and ensure meetings are held</li> <li>➤ Take MPAC recommendations to Council</li> <li>➤ Ensure MPAC plays an oversight role over Audit Committee and Performance Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>➤ On 31/05/15</li> <li>➤ Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM</li> <li>➤ Com Officer</li> <li>➤ MPAC</li> </ul>	<ul style="list-style-type: none"> <li>➤ MPAC, ManCo</li> </ul>	<ul style="list-style-type: none"> <li>➤ Council</li> </ul>
Ensure the effectiveness of Portfolio meetings	<ul style="list-style-type: none"> <li>➤ Develop calendar for Portfolio Committee meetings</li> <li>➤ Take Portfolio Committee resolutions to Council</li> <li>➤ Ensure that Council resolutions are implemented</li> </ul>	<ul style="list-style-type: none"> <li>➤ By 31/05/15</li> <li>➤ Quarterly</li> <li>➤ Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM</li> <li>➤ Com Officer</li> <li>➤ MM</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo Portfolio Committee</li> </ul>	<ul style="list-style-type: none"> <li>➤ Council</li> </ul>
Ensure that the Traditional Councils are represented in all Council meetings	<ul style="list-style-type: none"> <li>➤ Provide calendar for Council meetings to the Traditional Council</li> <li>➤ Send invitations to representative of the Traditional Councils to Impendle Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/05/15</li> <li>➤ Monthly</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM</li> <li>➤ Committee (Com) Officer</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial</li> </ul>	<ul style="list-style-type: none"> <li>➤ Traditional Councils</li> </ul>
Ensure adherence to Inter-	<ul style="list-style-type: none"> <li>➤ Develop a calendar meetings of all IGR forums</li> <li>➤ Attend IGR forums</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technological</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo, Portfolio Committee</li> </ul>

governmental Relations (IGR) Framework	<ul style="list-style-type: none"> <li>➤ Obtain attendance register for all Impendle's participation in IGR forums</li> <li>➤ Obtain and keep minutes and reports of all meetings of IGR forums</li> </ul>				e, Council,
Ensure that Audit Committee (AC) and Performance Audit Committee exist and are functioning effectively	<ul style="list-style-type: none"> <li>➤ Develop calendar for all meetings of AC for the year</li> <li>➤ Ensure AC plays an oversight role over IA</li> <li>➤ Take AC recommendations to MPAC and Council</li> <li>➤ Monitor implementation of AC recommendations</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/05/15</li> <li>➤ Quarterly</li> </ul>	➤ MM	➤ IA, ManCo AC Charter	➤ Council
Ensure that the Management Committee (ManCo) is effective	<ul style="list-style-type: none"> <li>➤ Develop a calendar for ManCo meetings for the year</li> <li>➤ Review and implement IA and AG reports and AC and Council resolutions</li> <li>➤ Monitor implementation of policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/05/15</li> <li>➤ Monthly</li> </ul>	➤ MM	➤	➤ AC Council
Ensure the effectiveness of Internal Audit Activity	<ul style="list-style-type: none"> <li>➤ Rolling out of the IA Annual Plan</li> <li>➤ Implement Internal Audit reports</li> <li>➤ Develop and implement an IA Charter</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/05/15</li> <li>➤ Quarterly</li> <li>➤ Annually</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM</li> <li>➤ IA</li> </ul>	➤ Office Space	➤ Accounting Officer (AO), AC
Ensure that staff meetings are effective	<ul style="list-style-type: none"> <li>➤ Develop a calendar for staff meetings for the year</li> <li>➤ Report to staff on all issues that are of interest to the staff and record and respond to all staff issues</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/05/15</li> <li>➤ Quarterly</li> </ul>	➤ Corporate & Community Services Manager (CCSM)	➤ MM	➤ AO
Ensure that Departmental staff meetings are effective	<ul style="list-style-type: none"> <li>➤ Develop a calendar for staff meetings for the year</li> <li>➤ Report to staff on issues that are of interest to the staff and record and respond to all staff issues</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/05/15</li> <li>➤ Monthly</li> </ul>	➤ HODs	➤ ManCo	➤ AO
Ensure that Labour Relations is effective	<ul style="list-style-type: none"> <li>➤ Obtain and implement an organisational rights agreement</li> </ul>	➤ 30/06/15	➤ CCSM	➤ Local Labour Forum	➤ AO
Ensure that effective Anti-Corruption measures are developed	<ul style="list-style-type: none"> <li>➤ Conduct an anti-corruption workshop</li> <li>➤ Develop a fraud prevention policy/plan</li> <li>➤ Develop a whistle-blower policy</li> <li>➤ Establish a fraud hotline</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/05/15</li> <li>➤ 31/12/15</li> <li>➤ 31/12/15</li> <li>➤ 31/05/15</li> </ul>	➤ MM	➤ IA, AC, Venue, Financial, Technological	➤ AO, AC Council

Ensure promotion of good ethics, good organisational culture and Batho Pele principles	<ul style="list-style-type: none"> <li>➤ Plan schedule of workshops on good ethics, good organisational culture and Batho Pele</li> <li>➤ Communicate code of ethic and code of conduct to staff</li> <li>➤ Promote and implement declaration of interest by officials</li> <li>➤ Develop induction packages that will promote good ethics, good organisational culture and Batho Pele principles</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/15</li> <li>➤ Quarterly</li> <li>➤ Regularly</li> <li>➤ 31/12/15</li> </ul>	➤ CCSM	➤ Financial	➤ AO
Ensure that service delivery protests do not occur	<ul style="list-style-type: none"> <li>➤ Provide the public with regular feedback on developments – budget, projects, etc</li> <li>➤ Conduct regular customer surveys and act on complaints raised</li> <li>➤ Provide suggestion box for the public</li> <li>➤ Establish a Rapid Response Team</li> </ul>	<ul style="list-style-type: none"> <li>➤ Quarterly</li> <li>➤ Annually</li> <li>➤ 30/06/15</li> <li>➤ 30/06/15</li> </ul>	➤ MM	➤ Venue, Boxes for print paper, ManCo	➤ Speaker
Ensure that the Strategic Planning for 2015-2017 is implemented	<ul style="list-style-type: none"> <li>➤ Develop register for resolutions of the Strategic Planning meeting</li> <li>➤ SDBIPs to include resolutions of Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/05/15</li> <li>➤ 30/06/15</li> </ul>	➤ MM	➤ ManCo PMS Framework, IA, PMS	➤ Portfolio Committee, MPAC, AC, Council
Ensure compliance to legislation	<ul style="list-style-type: none"> <li>➤ Develop legislation compliance calendar</li> <li>➤ Report on levels of compliance</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/04/15</li> <li>➤ Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM</li> <li>➤ IA</li> </ul>	<ul style="list-style-type: none"> <li>➤ IA, ManCo</li> <li>➤ ManCo</li> </ul>	➤ AC, Council,
Ensure compliance with policies	<ul style="list-style-type: none"> <li>➤ Review and adopt policies</li> <li>➤ Workshop on policies</li> </ul>	<ul style="list-style-type: none"> <li>➤ 31/12/15 then annually</li> </ul>	➤ MM	➤ ManCo	➤ AC, Council
Ensure effective enforcement of by-laws	<ul style="list-style-type: none"> <li>➤ Develop and publish by-laws</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/15</li> </ul>	➤ MM	➤ CCSM, Human	➤ Council
Ensure effective risk management within the Municipality	<ul style="list-style-type: none"> <li>➤ Update risk register</li> <li>➤ Establish a Risk Management Committee</li> </ul>	<ul style="list-style-type: none"> <li>➤ Quarterly</li> <li>➤ 31/05/15</li> </ul>	➤ MM	➤ IA, ManCo	➤ AC, Council
Ensure that Clean Audit is achieved	<ul style="list-style-type: none"> <li>➤ Implement and monitor audit action plan</li> <li>➤ Have audit action plan as part of agenda for every ManCo and report on progress</li> </ul>	<ul style="list-style-type: none"> <li>➤ Monthly</li> <li>➤ Monthly</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo</li> <li>➤ CFO</li> </ul>	➤ IA	➤ AC, AG, Council

Table 79: Good Governance

### 3. Public Participation: Putting People First

Strategic Objectives	Action Plans	When	By Whom	Resource Requirement	Reporting/ Compliance Structure
Ensure that the Ward Committees are effective as in enhancing public participation	<ul style="list-style-type: none"> <li>➤ Have meetings of all Ward Committees with management so that Ward Committees are more included in Municipal affairs</li> <li>➤ Ward Administrators to report to the Speaker's office and records to be kept.</li> <li>➤ Encourage Ward Committees to attend Council meetings</li> <li>➤ Improve relationship between Ward Committees and Municipality officials and strengthen communication lines</li> <li>➤ Have a designated office to attend to community queries – Councillors' office</li> <li>➤ Organise training of Ward Committees and Administrators on ABET and roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Quarterly</li> <li>➤ Monthly</li> <li>➤ Monthly</li> <li>➤ Monthly</li> <li>➤ 30/09/15</li> <li>➤ 30/09/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM</li> <li>➤ MPAC</li> <li>➤ Mayor</li> <li>➤ MM and Mayor</li> <li>➤ MM</li> <li>➤ CCSM</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technological (cell phones with speed dial)</li> <li>➤ Physical (office)</li> <li>➤ Financial</li> </ul>	<ul style="list-style-type: none"> <li>➤ Speaker, Council COGTA</li> </ul>
Ensure that there are public participation programmes to implement public views and increase public confidence	<ul style="list-style-type: none"> <li>➤ Conduct community dialogues/debates on issues</li> <li>➤ Hand-over all completed Municipal projects with community participation</li> <li>➤ Conduct budget and IDP izimbizo with all Municipal Departments represented</li> <li>➤ Ward Councillors to conduct quarterly public meetings</li> </ul>	<ul style="list-style-type: none"> <li>➤ Quarterly</li> <li>➤ When necessary</li> <li>➤ Quarterly</li> <li>➤ Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ward Councillors</li> <li>➤ Technical Services</li> <li>➤ IDP/CFO</li> <li>➤ Ward Councillors</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo</li> <li>➤ ManCo</li> <li>➤ MM and ManCo</li> <li>➤ ManCo</li> </ul>	<ul style="list-style-type: none"> <li>➤ Speaker Council COGTA</li> </ul>
Ensure war rooms are effective for	<ul style="list-style-type: none"> <li>➤ The Municipality to allocated dedicated officials from</li> </ul>	<ul style="list-style-type: none"> <li>➤ By 30/09/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo</li> </ul>	<ul style="list-style-type: none"> <li>➤ Council COGTA</li> </ul>

coordination of all Government spheres	Infrastructure and Community Services to deal with issues				
Ensure that community satisfaction surveys are conducted regularly and are effective	➤ Introduce a suggestion/complaints box in each ward for community to communicate with the Municipality	➤ 30/09/15	➤ CCSM	➤ Ward Committees	➤ ManCo, District Task Team Council
Ensure that there is communication system to communicate with each household at Impendle	➤ Collect cell phone numbers of all people of Impendle ➤ Implement a PS system that will send text messages to all people who have cell phones at Impendle	➤ 30/09/15 ➤ 30/09/15	➤ IT ➤ IT	➤ ManCo ➤ ManCo	➤ ManCo, Council
Develop special projects to ensure that the social ills and economic development are dealt with in the community	➤ Create economic spin offs for community to participate in ➤ Organise exhibitions for community to show their arts and craft ➤ Advertise community events to attract people from other areas	➤ After adoption of Strategic Planning document	➤ Ward Councillors	➤ ManCo Local Economic Development Strategy	➤ ManCo, Council

Table 80: Public Participation-Putting People First

#### 4. Sound Financial Management and Viability

Strategic Objectives	Action Plans	When	By Whom	Resource Requirement	Reporting/ Compliance Structure
Ensure that the Municipality does not regress in its Audit opinions and get a Disclaimer	➤ Acquire an electronic record-keeping system with an off-site and on-site backup storage ➤ Implement Standard Charts Of Accounts (SCOA) properly in allocation of accounts	➤ 30/06/15 ➤ 30/06/15	➤ CFO ➤ CFO	➤ Service providers Financial	➤ AO, AC, AG, Council
Ensure that the Municipality budgeting planning, reporting and monitoring processes are effective	➤ Develop a budget process plan ➤ Revive Budget Steering Committee ➤ Provide monthly budget reports to ManCo on monthly basis ➤ Engage HODs about their budgets on regular basis	➤ 30/06/15 ➤ 31/05/15 ➤ Monthly	➤ CFO ➤ CFO ➤ CFO ➤ CFO	➤ ManCo	➤ ManCo, Council
Ensure expenditure is	➤ Report to ManCo on the Municipality's expenditure	➤ Monthly	➤ CFO		➤ ManCo, Finance

properly managed including the Capital Expenditure (CAPEX) and Municipal Infrastructure Grant (MIG)	<ul style="list-style-type: none"> <li>➤ monthly Report on CAPEX to indicate Municipality's spending on capital projects, in line with Infrastructure Plan</li> <li>➤ Report on MIG expenditure and report to National Treasury</li> <li>➤ Develop procurement plans against business plans and budget (SDBIPs)</li> <li>➤ Develop cash flow projections against procurement plans, business plans and budget (SDBIPs)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Monthly</li> <li>➤ Monthly</li> <li>➤ 30/06/15</li> <li>➤ 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ CFO</li> <li>➤ CFO</li> <li>➤ HODs</li> <li>➤ HODs</li> </ul>	<ul style="list-style-type: none"> <li>➤ Technical Services</li> <li>➤ Technical Services</li> <li>➤ Finance Team</li> <li>➤ Finance Team</li> </ul>	Portfolio Council
Ensure revenue is properly managed and enhanced	<ul style="list-style-type: none"> <li>➤ Develop revenue management strategy</li> <li>➤ Identify new revenue sources</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/09/15</li> <li>➤ 30/09/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM</li> <li>➤ MM</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo</li> </ul>	➤ ManCo, Finance Portfolio, Council
Ensure that there is effective debt management	<ul style="list-style-type: none"> <li>➤ Develop debt recovery strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ CFO</li> </ul>	<ul style="list-style-type: none"> <li>➤ Specialist, ManCo</li> </ul>	➤ ManCo, Finance Portfolio, Council
Ensure that Supply Chain Management (SCM) is effective	<ul style="list-style-type: none"> <li>➤ Workshop staff and Council on SCM processes</li> <li>➤ Facilitate the development of procurement plan</li> <li>➤ Start procurement processes in line with the procurement plan</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/16</li> <li>➤ 30/06/15</li> <li>➤ 01/07/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ CFO</li> <li>➤ CFO</li> <li>➤ CFO</li> </ul>	<ul style="list-style-type: none"> <li>➤ ManCo</li> </ul>	➤ ManCo, Council
Ensure that the assets are managed properly	<ul style="list-style-type: none"> <li>➤ Conduct a valuation and verification of assets</li> <li>➤ Do an asset reconciliation</li> <li>➤ Develop an asset register</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/15</li> <li>➤ 30/06/15</li> <li>➤ 30/06/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ CFO</li> <li>➤ CFO</li> <li>➤ CFO</li> </ul>	<ul style="list-style-type: none"> <li>➤ Service provider</li> </ul>	➤ ManCo, AC, AG Council
Ensure that there is compliance with Municipal Property Rates Act (MPRA)	<ul style="list-style-type: none"> <li>➤ Develop an MPRA register</li> <li>➤ Provide updates on data-cleansing of MPRA register</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/06/15</li> <li>➤ Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>➤ CFO</li> <li>➤ CFO</li> </ul>	<ul style="list-style-type: none"> <li>➤ Human</li> </ul>	➤ ManCo, AG, AC Council
Ensure that Impendle is viable financially	<ul style="list-style-type: none"> <li>➤ Develop strategy for ensuring that the Municipality has sufficient</li> </ul>	<ul style="list-style-type: none"> <li>➤ 30/09/15</li> </ul>	<ul style="list-style-type: none"> <li>➤ MM/ CFO</li> </ul>	<ul style="list-style-type: none"> <li>➤ Treasury</li> </ul>	➤ ManCo, Council

	funds for their activities ➤ Request funding agencies to response to funding agencies' request				
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Table 81: Sound Financial Management and Viability

## 2. Building Capable Institutions, Administration and Transformation

Strategic Objectives	Action Plans	When	By Whom	Resource Requirement	Reporting/ Compliance Structure
Ensure that a Work-study Analyst is appointed to promote productivity and efficiency of work required and number of officials available	➤ Develop terms of reference for the Work-study Analyst ➤ Advertise and appoint Work-study Analyst	➤ By 30/09/15	➤ MM  ➤ MM	➤ CCSM  ➤ SCM	➤ ManCo Council
Ensure that critical vacant posts are filled, in line with the Work-study Analyst's recommendations	➤ Conduct recruitment process	➤ When funds are available and when Work-study Analyst is finalised	➤ CCSM MM	➤ R600,000	➤ ManCo, Council
Ensure that skilled staff are retained to maximise productivity	➤ Develop retention policy ➤ Review bursary policy to consider the period the bursary holder should stay in the Municipality after completion of studies	➤ 30/09/15 ➤ 30/09/15	➤ CCSM ➤ CCSM	➤ R30,000	➤ ManCo, Council
Ensure that Training and Development systems are in place to capacitate staff and Councillors	➤ Conduct a skills audit within the Municipality ➤ Develop a programme of action for training and development	➤ 30/06/16	➤ CCSM	➤ Financial	➤ Training Committee ManCo, Council
Ensure that the Performance Management is effective	➤ Develop performance agreements for Management, including top, middle and supervisors  ➤ Appoint specialist to assist with Performance Management	➤ 30/06/16  ➤ 30/06/15	➤ MM  ➤ MM	➤ PMS  ➤ PMS	➤ ManCo, AC, Council, COGTA
Ensure that	➤ Follow all prescribed	➤ 31/08/15	➤ IDP/PMS	➤ R60,	➤ ManCo,

Annual Report is developed, as legislated	<p>procedures in the development and production of the Annual Report, as contained in the Municipal Finance Management Act (MFMA)</p> <p>➤ To invite and engage all stakeholders for comments</p>	<p>➤ 31/03/16</p>	<p>Manager</p> <p>➤ IDP/PMS Manager</p>	000	Council, AG
Ensure that an effective Organisational Structure is in place	<p>➤ Finalise organisational structure for adoption by Council</p> <p>➤ Identify critical vacant posts</p>	<p>➤ 30/06/15</p> <p>➤ 30/06/15</p>	<p>➤ CCSM</p> <p>➤ CCSM</p>	➤ Financial & ManCo	➤ ManCo, Council
Ensure that there are monitoring and evaluation systems for performance	<p>➤ Develop a performance management policy</p> <p>➤ Adhere to MFMA calendar and compliance checklist</p>	<p>➤ 30/06/16</p> <p>➤ 30/06/15</p>	<p>➤ ManCo</p> <p>➤ ManCo</p>	<p>➤ IDP/PMS</p> <p>➤ IA</p>	➤ ManCo, AC, Council, COGTA
Ensure promotion of good working relationships and ensure environment that encourages good spirits	<p>➤ Organise team-building events, for example, games for the Municipality</p> <p>➤ Develop systems/ways to recognise good performance</p> <p>➤ Provide incentives for good performance</p>	<p>➤ 30/06/16</p> <p>➤ 30/16/16</p> <p>➤ 30/06/16</p>	<p>➤ ManCo</p> <p>➤ ManCo</p> <p>➤ ManCo</p>	➤ R50,000	➤ Council
Ensure synergy between different Departments within the Municipality	<p>➤ Report important issues to staff through staff meetings</p> <p>➤ Report resolutions of ManCo to staff</p> <p>➤ Each Department to conduct information session to inform other Departments about what their roles and responsibilities are</p> <p>➤ All Municipal Departments to adhere to their budgetary allocations</p> <p>➤ Each Department to ensure compliance to policies and legislation</p>	<p>➤ 30/04/15</p> <p>➤ Monthly</p> <p>➤ 30/09/15</p>	<p>➤ MM</p> <p>➤ HODs</p> <p>➤ HODs</p>	➤ Minutes	➤ ManCo, Council
Ensure that the Municipality keeps pace with the technological	<p>➤ Conduct training for staff and Councillors on ICT</p> <p>➤ Municipality officials to participate actively in all ICT structures and clusters</p>	<p>➤ 30/06/16</p>	<p>➤ CCSM</p> <p>➤ MM</p>	➤ Financial	➤ ManCo, Council

advancements	<ul style="list-style-type: none"> <li>➤ Acquire the relevant system required for good performance</li> <li>➤ Address and correct network problems</li> <li>➤ Purchase network router</li> </ul>		<ul style="list-style-type: none"> <li>➤ IT</li> <li>➤ IT</li> <li>➤ IT</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial</li> <li>➤ Financial</li> </ul>	
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*Table 82: Building Capable Institutions, Administration and Transformation*

## **H. Organisational & Individual Performance Management System**

**PMS will also be concluded with consideration of the Municipal Action plan and aligned to the Back to Basics template.**

### **I. ANNEXURES**

#### **1. Government and Public Sector Participation, Private Sector and Community Involvement Report**

The public participation process was undertaken in November 2014 through visiting of the Izigodi (sub-wards) in order to discuss projects and the review of the IDP. These engagements yielded comments that could be classified in the following categories. These are in no particular order: suspicious

- Water and sanitation – this refers to lack of water or water schemes that are dysfunctional and are serviced properly and regularly
- Roads – this refers to all categories of roads but mainly access roads/streets that do not exist or have not been maintained
- Unemployment – high rate of unemployment particularly among young people was cited as a threat to social stability as it was linked to crime
- Agriculture – lack of initiatives or coordinated agricultural programmes
- HIV and AIDS – high rates of the epidemic and lack of facilities to care for the sick
- Housing – problems with the rural housing programmes currently under feasibility
- Electricity – a number of communities as well as in-fills have not had electricity connected for a lengthy period of time
- Poverty – in most meetings poverty was cited as a threat to the social stability as it was linked to crime
- Crime – in most instances comments related to stock theft, common assault, break ins and family violence

This was followed by a reprioritization process which was then finalized during the month of March 2015.

The IDP and Budget public participation campaign for the 2015/16 and beyond IDP will be undertaken throughout Impendle during the month of April 2015. There will be public meetings held in all of the four wards of Impendle.

In order to increase efficiency in engaging community in the affairs of the municipality, Council had employed the Ward Administrators who are computer literate and reside in the respective wards. These are working closely with Ward Committee members, Councillors and Officials of the Municipality and other organisations.

It is anticipated that the same broad categories as above will still be applicable and therefore these issues have been utilized as part of the needs analysis and identification of priority issues in the Municipality.

#### **2. Spatial Development Framework (SDF) (include Land Use Management Guidelines)**

#### **3. Disaster Management Plan/s**

#### **4. AG Comments on latest Audited Financial Statements and Responses & Actions thereto**

# **REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE AND THE COUNCIL ON IMPENDLE MUNICIPALITY**

## **REPORT ON THE FINANCIAL STATEMENTS**

### **Introduction**

1. I have audited the financial statements of the Impendle Municipality set out on pages XX to XX, which comprise, the statement of financial position as at 30 June 2014, the statement of financial performance, statement of changes in net assets, the cash flow statement and the statement of comparison of budget information with actual information for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

### **Accounting Officer's Responsibility for the Financial Statements**

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2013 (Act No. 2 of 2013) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor-General's responsibility**

3. My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Opinion**

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Impendle Municipality as at 30 June 2014, and its financial performance and cash flows for the year then ended in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA.

## **Emphasis of matters**

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

## **Restatement of Corresponding Figures**

8. As disclosed in note 40 to the financial statements, the corresponding figures for 30 June 2013 have been restated as a result of an error discovered during 30 June 2014 in the financial statements of the Impendle Municipality at, and for the year ended, 30 June 2014.

## **Material Losses and Impairments**

9. As disclosed in note 5 to the financial statements, material debt impairment to the amount of R621 175, was incurred as a result of poor collection practices and poor management of debtors.

## **Additional Matters**

10. I draw attention to the matters below. My opinion is not modified in respect of these matters.

## **Unaudited supplementary information**

The supplementary information set out on pages XX to XX do not form part of the financial statements and are presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

## **Unaudited Disclosure Notes**

In terms of section 125(2) (e) of the MFMA the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

## **Report On Other Legal and Regulatory Requirements**

11. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report, non-compliance with legislation as well as internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

## **Predetermined Objectives**

12. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected objectives presented in the annual performance report of the municipality for the year ended 30 June 2014:
- Development priority 4003: Completed Rehabilitation of Mafahleni Street on pages x to x
  - Development priority 3022: Construction of 1.5km Stepmore Road on pages x to x
  - Development priority 7003: Identify and construct phase 3 Electric Connections on pages x to x

13. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
14. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned objectives. We further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information* (FMPPI).
15. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
16. I did not raise any material findings on the usefulness and reliability of the reported performance information for the selected objectives.

### ***Additional matters***

17. Although no material finding concerning the usefulness and reliability of the performance information was identified in the annual performance report, I draw attention to the following matters below.

### **Achievement of Planned Targets**

Refer to the annual performance report on pages XX to XX and XX to XX for information on the achievement of the planned targets for the year.

### **Unaudited supplementary schedules**

18. The supplementary information set out on pages XX to XX do not form part of the annual performance report and is presented as additional information. I have not audited these schedules and, accordingly, I do not express a conclusion thereon.

### **Compliance with Legislation**

19. I performed procedures to obtain evidence that the municipality had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

### **Annual financial statements**

20. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets, current assets, current liabilities and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected and/or the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

### **Internal control**

21. I considered internal control relevant to my audit of the financial statements, predetermined objectives and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the findings on compliance with laws and regulations included in this report.

### **Leadership**

22. The accounting officer did not exercise adequate oversight over financial reporting and compliance as well as internal control.

### **Financial and performance management**

23. Adequate processes were not in place to communicate timely and relevant information to oversight and regulatory parties. This is evidenced by material corrections in the financial statements, as well as compliance findings.

Pietermaritzburg

*Auditor-General*  
Pietermaritzburg

30 November 2014



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## Municipal Action Plan on Auditor General's Report

### Action Plan on Auditor -General Findings as per Audit Report for the Year Ended 30 June 2014

#### Unqualified Audit Opinion with Matter of Emphasis

NO.	AG - REF	CLASSIFICATION	IMPACT	ISSUE/FINDING	AG's RECOMMENDATION /S	PERSON RESPONSIBLE	RECURRING ISSUE Y/N	MANAGEMENT RESPONSE	KPI	TIMEFRAME	STATUS
1	8	Emphasis of Matters		Figures for 30 June 2013 were reinstated as a result of error discovered in June 2014	Municipality must put measures in place to improve the review of AFS prior to submission to AGSA in order to comply with the relevant legislation and reporting framework	CFO	N	Management will ensure that interim financial statements are prepared and submitted IA for review, who will then submit a report to audit committee	Interim Financial Statements	28-Feb-15	
2	9	Emphasis of Matters		Debt Impairment amounting to R621 175 was incurred due to poor collection practices and poor management of debtors		CFO/AO	N	The municipality is currently working with Cogta MPRA Value add division to do data cleansing of the debtors book and the age analysis. This process will be followed by handing over of long due accounts to debt collectors.	Data analysis report from project team	31-Mar-15	Project initiation meeting took place on 4th December 2014

3	23	Compliance with Legislation	Annual Financial Statements	Financial statements submitted for auditing were not in all material respect in accordance with the requirement of sec 122 of the MFMA, material misstatements in current and current assets, current liabilities and other disclosure items identified by the auditors	Municipality must put measures in place to improve the review of AFS prior to submission to AGSA in order to comply with the relevant legislation and reporting framework	CFO	Y	<b>CFO</b> and finance department will ensure that all reconciliation are done monthly and daily tasks are carried by the finance department, <b>Technical department</b> ensure that all project related information including completion certificates are submitted on monthly basis to finance department, <b>Internal audit</b> to issue a report on quarterly basis on compliance matters, CFO to prepare quarterly financial statements <b>Municipality</b> to appoint an independent qualified professional to review the financial statements at year end. Increase spending on GRAP <b>training</b>	Internal Audit Compliance report, Appointment of independent reviewer for 2014/2015 AFS	1-Mar-15	
4	25	Leadership	Internal Control	The accounting officer did not exercise adequate oversight over financial reporting and compliance as well as internal control	Management must exercise adequate oversight over financial reporting and compliance as well as internal control	AO	Y	Municipality will appoint an independent reviewer of the financial statements to assist the current structures that operates within the Municipality	Appointment letter	1-Mar-15	
5	26	Financial and Performance Management	Internal Control	Adequate process were not in place to communicate timely and relevant information to oversight and regulatory parties, this is evidenced by material corrections in the financial	Management must put Adequate process to communicate timely and relevant information to oversight and regulatory parties.	AO	Y	The municipality will prepare an AFS preparation plan which will be agreed to by all the oversight structures.	AFS Preparation plan	1-Mar-15	

				statements, as well as compliance findings.							
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